



Development of new training tools to improve health planning and budgeting in Kenya

Research from KEMRI Wellcome Trust research programme highlights the misalignment between planning and budgeting in the Kenyan health sector. Researchers have been working with the Ministry of Health (MOH) to develop and implement new planning tools that aim to improve planning and budgeting at the county levels.

Background

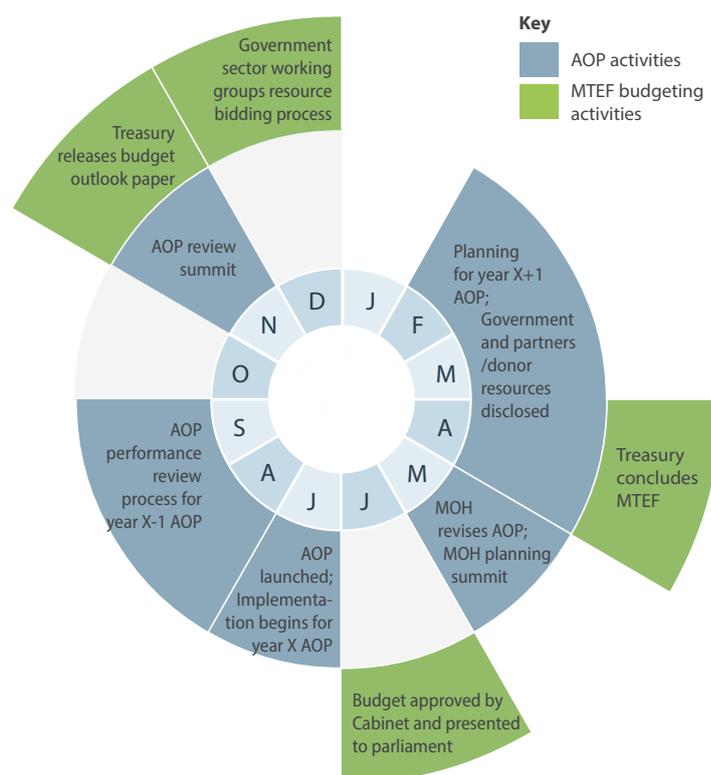
Kenya, like many developing countries, suffers from a persistent misalignment between policy, planning and budgeting, resulting in a failure of the government to achieve public sector targets and respond to changing population needs.

To address this misalignment, the government has incorporated the World Bank's Medium Term Expenditure Framework (MTEF) into its national planning and the Ministry of Health has used Annual Operation Plans (AOP) to facilitate sector planning and budgeting alongside the MTEF.

Findings

Research conducted by KEMRI-Wellcome Trust Research Programme has found that several years after the adoption of these planning and budgeting tools, the desired linkage between policy, planning and resource allocation in the health sector is far from being realised. It outlined visually for the first time the MOH Annual Operating Plan (AOP) and the MTEF together.

Ministry of Health AOP Planning and MTEF budgeting cycle



Impact of the research

- The figure and the findings have been directly fed into the MOH Planning Department and researchers have drawn on the work to contribute to the development of new training tools for county planning teams. These new planning tools have deliberately been merged into one overall tool to reflect a continuum from performance review of previous year's AOP, through technical priority elaboration and planning for coming year's AOP, and budgeting for the AOP. County Health Management Teams are currently being introduced to these revised planning tools and their rationale.
- This influence has now been extended to the global level, with the WHO's 'Strategising national health in the 21st century: a handbook' citing one of the team's papers (Tsofa et al, 2015) in chapters on Operational Planning, and on Estimating Cost Implications of a National Health Policy. This handbook is designed by the WHO as a resource for providing up-to-date and practical guidance on national health planning and strategising for health.

Publications and resources

- Policy brief: [Health sector planning and budgeting in Kenya: recommendations to improve alignment](#)
- Journal publication: [Health sector operational planning and budgeting processes in Kenya - "never the twain shall meet"](#)
- Journal publication: [Setting healthcare priorities: a description and evaluation of the budgeting and planning process in county hospitals in Kenya](#)