



Module 4

Budget Sustainability

The [Planning for Budget Sustainability worksheet](#) supports the activities in this module.

Step 4 completes the GHAI Cycle for Budget Advocacy and Funding Sustainability with an assessment of campaign successes and challenges. When budget allocations and disbursements are on track, this information can be used to justify sustained and increased budgets for future years. When targets are off-track, advocacy in the next budget cycle should address the barriers and bottlenecks to ensure the sustainability of funding. Policy objectives can be revised, or new objectives can be developed.

The Budget Sustainability Plan identifies additional actions that might need to be taken during different phases of the budget cycle.

How to support budget sustainability:

Considerations for budget sustainability:

- Reassess epidemic preparedness resource needs to define the budget request for the next budget cycle.
- Analyze the annual budget and releases to demonstrate program value and identify barriers to the disbursement of resources.
- Evaluate program impact and cost-effectiveness to support budget sustainability for future budget cycles. Measures may include increases in the JEE ReadyScore or the World Health Organization Benchmarks for International Health Regulations Capacities, and examples of effective outbreak prevention, detection and response, such as Resolve to Save Live's 7-1-7 metric. Develop a risk mitigation strategy to include the possible risks that could affect sustainability and ways to curb them, with consideration for the roles, responsibilities and activities of key actors.
- Develop an activity implementation framework based on the National Action Plan for Health Security (NAPHS), including priority subnational actions to be developed by each state based on their health priorities.
- Deploy a bottom-up approach to foster the inclusion of implementing stakeholders.
- Adopt an interministerial approach to avoid duplication of efforts and wasted resources.
- Develop case studies of the effective use of funds by the government to document value for the resources spent and to build and retain a supportive constituency for the funding.



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- Identify timelines for updating long- and medium-term policy planning frameworks, such as medium-term national development policy frameworks and investment budget planning, to influence planning and ensure prioritization of sustainable financing for epidemic preparedness beyond the current budget cycle.
- Identify systemic bottlenecks in resource disbursement that undermine the budget increases and threaten funding sustainability.
- Collaborate with the government to identify pathways to increase funding for health security and provide technical assistance to minimize bureaucracy in resource releases.
- Identify additional revenue sources to maintain or increase funding for epidemic preparedness. Are there other funding sources, such as health funds, taxes on unhealthy products, levies, or private sector mechanisms to consider?
- Maintain advocacy efforts to keep epidemic preparedness in the public eye and a top political priority. Civil society advocacy is needed to promote epidemic preparedness as part of the public and political agenda in the medium- and long-term. The strategy must counter complacency by holding political leaders accountable for their commitments.
- Scan earned media and social content to measure press coverage and conversations to assess the impact of the media campaign, efforts to raise preparedness as a public and political health priority and identify messaging that resonated throughout the campaign.

Examples of budget sustainability plan objectives:

- Objectives for the Executive
 - By [date], the Ministry of Health will incorporate an accountability framework for health security financing into the health sector strategic plan
 - By [date], the Ministry of Health will integrate the accountability framework into its digital dashboard or other public-facing reporting portal
- Objectives for the Legislature
 - By [date], the parliamentary appropriations committee will request a briefing from the Ministry of Health to report on the complete disbursement and utilization of funds
 - By [date], Parliament will pass a new law to authorize or support implementation of the International Health Regulations



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Examples of budget sustainability plan strategies:

- Engage with relevant ministries, departments and agencies to ensure that their budget proposal processes align with the annual budget cycle
- Advocate for increased allocations for epidemic preparedness
- Advocate for timely and complete release of epidemic preparedness funds
- Engage with relevant agencies to access disbursement data to increase budget accountability
- Identify new sources of funding for epidemic preparedness
- Persuade media outlets to report data on epidemic preparedness budgets and how funds are used
- Present information to the media from the health security accountability framework for reports on the progress of health security and funding needs

Planning for Budget Sustainability

Budget Advocacy Toolkit, Module 4

This worksheet will address the targets that were found to be off track in Module 3, or at other points during the campaign, and opportunities for advocacy. This information can be used to update the Strategic Plan for the next budget cycle.



Indicators for the charts below may be identified in the *Budget Accountability* worksheet.

1. Opportunities and bottlenecks at each phase of the budget process

In the first column, list the indicators identified in Worksheet 3 as being off target, as well as indicators for policies or funding streams for which there might be new opportunities. In the second column, identify the barriers or bottlenecks and potential opportunities to address the problem.

Pre-Budget Phase Example: Ministries, Departments and Agencies identify their priorities

Indicator	Opportunity or bottleneck

Budget Formulation Example: The Ministry of Health prepares its budget and submits the budget to the Executive (Budget Office/Ministry of Finance)

Indicator	Opportunity or bottleneck

Budget Analysis and Approval Examples: The Executive submits the budget to the Legislature; the Legislature passes the budget, and the President signs the budget

Indicator	Opportunity or bottleneck

Post-Budget Implementation The budget allocations are disbursed

Indicator	Opportunity or bottleneck

2. New objectives and strategies required

In the first column, identify new policy objectives that would address the bottlenecks listed above. In the second column, identify potential strategies to support these objectives.

Pre-Budget Phase (Example: Agencies identify their priorities)

Objectives for the Executive		Potential strategies	
Objectives for the Legislature		Potential strategies	