



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
END OF SEMESTER EXAMINATION JANUARY-APRIL 2026
HMD 125 ORGANISATION OF HEALTH SERVICES

TIME: Two Hours
Date : April 2026
TIME : Two (2) Hours Start-----End.....

INSTRUCTIONS TO CANDIDATES

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B

Read carefully the additional instructions preceding each section.

Section A

1. Name the six levels of health service delivery in Kenya's health system. (3 mks)
2. Differentiate between management structures and governance structures in the health system with a practical example (4 mks)
3. Outline four key reforms that resulted from the 2010 Constitution of Kenya in the health sector. (4 mks)
4. Define task shifting as used in health service delivery. Provide one example from Kenya's health system (2mks)

5. Define Integrated service delivery and give one example from Kenya's health system (2 mks)
6. Name four health professional regulatory bodies in Kenya and add their roles. (4 mks)
7. State three key differences between the Abuja Declaration (2001) and the Maputo Plan of Action (2006). (4 mks)
8. List three key components of the Kenya Essential Package for Health (KEPH). (3 mks)
9. State four functions of County Health Boards in Kenya's devolved health system. (4 mks)

Section B (Choose 2 Questions)

10. Makazi County has been facing significant challenges in its health system since devolution in 2013. The County Health Management Team reports frequent stockouts of essential medicines, uneven distribution of health workers, with most concentrated in urban areas, and poor coordination between the county health department and the national Ministry of Health. Additionally, delays in disbursing funds from the national government have hindered the county's ability to recruit and retain qualified health professionals. The county governor has tasked you, as a health systems consultant, to analyse the situation and provide recommendations.
 - a. Analyse FIVE underlying causes of the challenges described in the case study. (10 mks)
 - b. Recommend FIVE specific interventions that Makazi County should implement to strengthen its health system. (10 mks)
11. Kilimo County was selected as one of the four pilot counties for Kenya's Universal Health Coverage (UHC) program. After two years of implementation, the county has registered 450,000 residents (75% of the population) under the UHC scheme. However, several issues have emerged: health facilities are overwhelmed by increased patient numbers; there are complaints about the quality of care; some private facilities are reluctant to join the scheme due to delayed reimbursements; and the county is struggling with the program's financial sustainability as donor funding begins to phase out. The county is also grappling with a high burden of both communicable diseases (malaria, TB, HIV) and rising non-communicable diseases (diabetes, hypertension, cancer).
 - a. Explain FIVE ways the Kenya Health Act 2017 supports the achievement of Universal Health Coverage in Kenya, with reference to the challenges facing Kilimo County. (10 marks)

- b. Recommend FIVE strategies that Kilimo County should implement to ensure the sustainability and effectiveness of the UHC program. (10 mks)

12. Jua County has 200 registered Community Health Units but only 40% are fully functional. Community Health Volunteers are poorly motivated, supervision is weak, and linkages between community and facility-level care are inadequate.

- a. Explain FIVE role of Community Health Units in Kenya's health system (5 Marks)
- b. Analyse FIVE reasons why Community Health Units are underperforming in your County. (5 mks)
- c. Recommend FIVE interventions to strengthen community health services in Jua County. (10 mks)

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