



**NASTAD™ ETHIOPIA**  
NATIONAL ALLIANCE OF STATE  
& TERRITORIAL AIDS DIRECTORS

# HEALTH SECTOR PLANNING

## Overview of Health Sector Planning in Ethiopia

### Ethiopia Ministry of Health

The Ethiopian Ministry of Health (MOH) develops a strategic plan every five years and an operational plan every year. To do so, it uses a *Woreda Based Planning* process, which is both a top-down and a bottom-up approach. Every year, each woreda uses the MoH indicative plan to develop the *woreda based health sector annual plan*. This plan is then aggregated and reconciled at the zonal, regional, and federal levels.

Woreda Based Planning has been effective in Ethiopia, but some challenges remain, particularly with regard to the quality of the annual plans, the use of these plans, the capacity of planners at lower levels, and the monitoring of the plans.

The MoH requested that NASTAD work to fill these operational gaps because of NASTAD's strong history and expertise in planning. NASTAD appreciates the critical importance of effective planning in the implementation of all health programs, and began supporting the Woreda Based Planning process in 2010.

### Federal HAPCO

The Federal HIV/AIDS Prevention and Control Office (FHAPCO) of Ethiopia also develops a strategic plan every five years

and an operational plan every year. Each region and woreda is thus required to develop an *annual plan for multisectoral HIV and AIDS response*. However, the multisectoral HIV/AIDS planning processes are not well organized and standardized across regions, and staff in many regions do not have the capacity to develop comprehensive strategic plans.

NASTAD has been working with FHAPCO and the CDC since early 2013 to support planning for the multisectoral response to HIV and AIDS at all levels. NASTAD staff were familiar with the gaps in planning and implementation capacity at all levels due to its experience supporting woreda based planning. NASTAD was thus well positioned to design and implement activities to support the FHAPCO planning processes.

## Strengthening Planning Systems and Processes

### NASTAD Approach

NASTAD supports public health leaders to plan, manage, implement and evaluate public health programs, and builds capacity for sustainable and effective programs. NASTAD calls upon its members in a peer-to-peer approach to build capacity of local government in line with the "Six Pillars of Health Systems Strengthening" (WHO).

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Thus, NASTAD's priority is to respond to the planning needs identified by both the MoH and FHAPCO. NASTAD works in close collaboration with both governmental entities to address these needs, through joint planning, joint review, and joint implementation of planning activities and trainings.

In addition, NASTAD has worked directly with MoH and HAPCO staff at all levels to transfer planning skills, knowledge, and capacity, in order to ensure that the annual planning process is strengthened and sustained at all levels. NASTAD seeks to build the capacity of these public health agencies and their staff to independently implement sustainable planning processes for the long term.

### NASTAD Activities

Since 2010, NASTAD has provided financial and technical support to planners at the MoH and Regional Health Bureau (RHB) levels in the overall planning process. NASTAD is a member of the national Planning Technical Working Group (TWG) and thus provides ongoing technical support in the development and updating of planning tools at the national level, including indicators, manuals, and templates. In addition, NASTAD has supported five trainings at the national and regional levels, eight target aggregation and reconciliation workshops, and two national level planning process evaluation workshops. Through these activities NASTAD has provided direct, ongoing mentoring to over 900 planners, providing them with the skills and knowledge to implement effective planning strategies.

Since June of 2013, NASTAD has also supported FHAPCO in the development of annual plans for multisectoral HIV and AIDS responses in five regions. NASTAD conducted five workshops for regional level planners, facilitating the development of critical planning skills and competencies.



Figure 1: Planners complete a planning exercise at a workshop supported by NASTAD.

## Sustaining Planning and Implementation

NASTAD will continue to support both the MoH and FHAPCO annual planning processes through the provision of financial and technical support, as detailed below:

- Actively participate in the planning TWG and support the preparation and revision of national level planning documents.
- Support federal and regional HAPCOs to develop the next five-year strategic plan.
- Provide direct technical support and supportive supervision to the regions in the development of high quality annual plans.
- Conduct trainings to facilitate planning knowledge transfer and the development of planning skills and strategies among planners at all levels.
- Actively participate in organizing and conducting joint review meetings.
- Provide technical and financial support in the implementation and monitoring of the annual plans.
- Provide technical and financial support in the implementation of midterm and final evaluations of the strategic plans.