| Ack | nowledgements | XV |
|-----|---|----|
| Cha | pter 1 Introduction | 1 |
| 1.1 | Rationale for this handbook | 3 |
| 1.2 | Context in the 21st century | 4 |
| | 1.2.1 Sustainable development goals, strengthening health systems and universal | |
| | health coverage | 4 |
| | 1.2.2 The fiscal gap and the importance of domestic resources | 8 |
| | 1.2.3 A whole-of-government and a whole-of-society approach to policy dialogue | 10 |
| | 1.2.4 Different contexts, different countries, different strategies for strengthening | |
| | a health system | 16 |
| 1.3 | NHPSPs in the 21st century | 19 |
| | 1.3.1 Good practice for the development of robust NHPSPs | 19 |
| | 1.3.2 Dynamic 21st century process | 29 |
| 1.4 | The handbook scope and content | 31 |
| | 1.4.1 Scope | 31 |
| | 1.4.2 Content | 31 |
| Ref | erences | 34 |
| Cha | pter 2 Population consultation on needs and expectations | 35 |
| Ove | rview | 37 |
| Sur | nmary | 39 |
| 2.1 | What do we mean by 'capturing population needs and opinions' on health issues? | 41 |
| | 2.1.1 What is a population consultation? | 41 |
| | 2.1.2 The spectrum of population consultation | 43 |
| 2.2 | Why do we want to capture population expectations? | 44 |
| | 2.2.1 A key source of information for policy-making | 44 |
| | 2.2.2 An essential component for influencing policy | 45 |
| | 2.2.3 Increasing population's ownership | 45 |
| | 2.2.4 Increasing accountability and transparency | 46 |
| | 2.2.5 Support monitoring and evaluation | 46 |
| | 2.2.6 Support for resource allocation decisions to MoH | 46 |
| 2.3 | When to conduct a population consultation? | 47 |
| 2.4 | Who should be involved – roles and responsibilities | 48 |
| | 2.4.1 Multiplicity of stakeholders | 48 |
| | 2.4.2 Role of the MoH | 49 |
| | 2.4.3 Role of independent facilitators | 49 |

| | 2.4.4 Role of the media | 50 |
|-----|--|-----|
| 2.5 | Methodological approaches | 53 |
| | 2.5.1 Face-to-face dialogue with large population sample(s) | 58 |
| | 2.5.2 Consultative methods with invited participants from different population groups | 61 |
| | 2.5.3 Survey types and survey tools with invited/selected population groups | 65 |
| | 2.5.4 Referendum | 67 |
| 2.6 | Factors for success: translating the theoretical approaches into practical realities | 68 |
| | 2.6.1 Reaching the hard-to-reach | 68 |
| | 2.6.2 Ensuring relevance of the findings | 72 |
| | 2.6.3 Ensuring communication and feedback | 75 |
| 2.7 | How to measure the success of a population consultation | 77 |
| 2.8 | What if? | 79 |
| | 2.8.1 What if your country is decentralized? | 79 |
| | 2.8.2 What if fragmentation and/or fragility is an issue in your country? | 82 |
| | 2.8.3 What if your country is heavily dependent on aid? | 88 |
| 2.9 | Conclusion | 91 |
| Ref | ferences | 92 |
| Fur | ther reading | 95 |
| Anı | nex 2.1 Review of individual survey tools | 96 |
| Anı | nex 2.2 Checklist: Selecting the most appropriate type of survey for my setting | 100 |
| Anı | nex 2.3 Questionnaires vs interviews: some aspects to consider | 101 |
| Cha | apter 3 Situation analysis of the health sector | 103 |
| Ove | erview | 105 |
| Sur | mmary | 107 |
| 3.1 | What do we mean by "situation analysis" of the health sector? | 109 |
| | 3.1.1 What is a situation analysis? | 109 |
| | 3.1.2 The spectrum of a situation analysis | 110 |
| 3.2 | Why do we want to undertake a situation analysis? | 111 |
| | 3.2.1 It is a crucial step in the planning cycle | 111 |
| | 3.2.2 In order to give a voice and a platform to all health sector stakeholders, including | J |
| | the population | 111 |
| | 3.2.3 In order to increase accountability and transparency | 112 |
| | 3.2.4 In order to support and strengthen monitoring and evaluation | 115 |
| | 3.2.5 It contributes to concretizing roles and responsibilities | 116 |
| | 3.2.6 It helps to establish consensus on the status of health in the country | 118 |
| 3.3 | When should the situation analysis take place? | 119 |
| 3.4 | Who should be involved in the situation analysis? | 120 |
| | 3.4.1 Ministry of health | 121 |
| | 3.4.2 Sub-national health systems authorities | 121 |

| 3.4.3 Civil society, including professional associations and special interes | t groups 122 |
|--|--------------|
| 3.4.4 Private sector | 122 |
| 3.4.5 Parliament | 123 |
| 3.4.6 Media | 123 |
| 3.4.7 Development Partners | 123 |
| 3.5 Methodology: how should a situation analysis be organized and conducte | d? 125 |
| 3.5.1 Organization of the situation analysis | 125 |
| 3.5.2 Three streams of analysis | 134 |
| 3.5.3 How long does a truly participatory situation analysis approximately | take? 142 |
| 3.5.4 Link between Streams 2 and 3 | 144 |
| 3.5.5 Link between situation analysis and priority-setting | 146 |
| 3.6 Some issues to consider | 147 |
| 3.6.1 Factors of success | 147 |
| 3.6.2 Dissemination of situation analysis results | 148 |
| 3.7 What if? | 149 |
| 3.7.1 What if your country is decentralized? | 149 |
| 3.7.2 What if fragmentation and/or fragility is an issue in your country? | 151 |
| 3.7.3 What if your country is highly dependent on aid? | 152 |
| 3.8 Conclusion | 155 |
| References | 156 |
| Further reading | 157 |
| Chapter 4 Priority-setting for national health policies, strategies and plan | |
| Overview | 161 |
| Summary | 163 |
| 4.1 What is priority-setting? | 165 |
| 4.1.1 Priority-setting in the context of universal health coverage (UHC) | 167 |
| 4.1.2 Some priority-setting basics | 168 |
| 4.2 Why do we want to prioritize? | 171 |
| 4.2.1 Priority-setting is necessary to adapt to a changing context | 171 |
| 4.2.2 Priority-setting is the process which addresses challenges raised d | |
| the situation analysis | 171 |
| 4.2.3 Priority-setting identifies challenges expected to be prominent in th | |
| 4.2.4 Implicit priority-setting happens if it is not consciously made explic | |
| 4.3 When should we conduct a priority-setting exercise? | 175 |
| 4.3.1 Periodicity and scope of priority-setting | 175 |
| 4.3.2 Priority-setting as part of comprehensive health sector developmen | |
| 4.4 Who should be involved in priority-setting? | 178 |
| 4.4.1 Clients/citizens | 179 |
| 4.4.2 The state: politicians and policy-makers | 179 |

| | 4.4.3 Providers | 180 |
|-----|---|-----|
| | 4.4.4 The media supports all three health governance stakeholder groups | 182 |
| 4.5 | How should we do priority-setting? | 183 |
| | 4.5.1 Criteria for priority-setting | 183 |
| | 4.5.2 Contextual factors | 191 |
| | 4.5.3 Approaches, methods and tools | 193 |
| | 4.5.4 Process | 206 |
| 4.6 | Common challenges and factors of success | 209 |
| | 4.6.1 Constraints and challenges | 209 |
| | 4.6.2 Factors of success | 210 |
| 4.7 | What if? | 212 |
| | 4.7.1 What if your country is highly centralized? | 212 |
| | 4.7.2 What if your country is decentralized? | 213 |
| | 4.7.3 What if fragmentation and/or fragility is an issue in your country? | 215 |
| | 4.7.4 What if your country is highly dependent on aid? | 217 |
| 4.8 | Conclusion | 222 |
| Ref | erences | 223 |
| Anr | nex 4.1 Methods and tools for technical approaches | 225 |
| Anr | nex 4.2 Methods and tools for value-based approaches | 231 |
| | | |
| | pter 5 Strategic planning: transforming priorities into plans | 235 |
| | rview | 237 |
| | nmary | 239 |
| | What is strategic planning? | 241 |
| | 5.1.1 Definitions | 241 |
| | 5.1.2 Strategic planning in relation to other phases in the policy and planning cycle | 242 |
| | 5.1.3 A brief overview of strategic planning approaches | 247 |
| 5.2 | Why is it important to transform priorities into a plan? | 248 |
| | 5.2.1 To concretize priorities | 248 |
| | 5.2.2 To keep focus on the medium to long term | 248 |
| | 5.2.3 To avoid fragmentation of the health sector | 249 |
| F 0 | 5.2.4 To help focus the policy dialogue on health sector priorities | 249 |
| 5.3 | 3 3 | 251 |
| 5.4 | Who should be part of strategic planning? | 253 |
| | 5.4.1 The state: politicians and policy-makers | 254 |
| | 5.4.2 Clients/citizens | 254 |
| E E | 5.4.3 Providers | 255 |
| 5.5 | How do we transform priorities into plans? | 257 |
| | 5.5.1 How can we ensure that the NHPSP is actually used as a key orienting text? | 258 |
| | 5.5.2 Some strategic planning basics | 259 |

| | 5.5.3 Multisectorality | | 262 |
|-----|--|--|-----|
| | 5.5.4 Mitigating risks | | 262 |
| | 5.5.5 Approaches to policy development | | 263 |
| | 5.5.6 Process steps for developing the NHPSP | | 264 |
| 5.6 | Common NHPSP development challenges, mistakes and | possible solutions | 273 |
| | 5.6.1 Common challenges to the NHPSP development pr | ocess and possible solutions | 273 |
| | 5.6.2 Common mistakes observed in NHPSPs | | 276 |
| | 5.6.3 Health sector governance | | 278 |
| | 5.6.4 Intersectoral action and NHPSPs | | 279 |
| 5.7 | What if? | | 281 |
| | 5.7.1 What if your country is decentralized? | | 281 |
| | 5.7.2 What if fragmentation and/or fragility is an issue in | your country? | 282 |
| | 5.7.3 What if your country is highly dependent on aid? | | 284 |
| 5.8 | Conclusion | | 285 |
| Ref | ferences | | 286 |
| Fur | rther reading | | 288 |
| Ann | nex 5.1 Review of existing policies and strategies to ensure | inclusion in and | |
| | harmonization with NHPSP | | 289 |
| Ann | nex 5.2 Mind mapping | | 290 |
| Ann | nex 5.3 Formulating strategic objectives on the basis of SM | ART criteria | 290 |
| Ann | nex 5.4 Intervention logic as a tool for strategic planning | | 291 |
| Ann | nex 5.5 Gantt chart | | 291 |
| 01 | | No. | 293 |
| | apter 6 Operational planning: transforming plans into ac | tion | 295 |
| | erview | | 295 |
| | mmary | | 297 |
| 6.1 | What is operational planning? | | 299 |
| | 6.1.1 Concepts and definitions | | 301 |
| | 6.1.2 Strategic planning vs operational planning | | 303 |
| | 6.1.3 Operational planning and budgeting6.1.4 Participation and inclusiveness of operational planni | ng | 303 |
| 42 | 2 Why is operational planning crucial to strategizing for heal | | 305 |
| | When should operational planning take place? | ar: | 305 |
| | 4 How does operational planning work? | | 308 |
| 0.4 | 6.4.1 Some operational planning issues to consider | | 308 |
| | 6.4.2 Steps in operational planning | | 312 |
| 65 | 5 Who are the main actors involved in operational planning? | | 321 |
| 0.5 | 6.5.1 Planning is done best by those who will be carrying of | | 321 |
| | 6.5.2 Multi-stakeholder playing field | The process of the pr | 321 |
| 66 | 6 What if? | | 325 |
| 0.0 | z rriige il | | |

| | 6.6.1 | What if your country is decentralized? | 325 |
|-----|---------|--|-----|
| | 6.6.2 | What if fragmentation and/or fragility is an issue in your country? | 327 |
| | 6.6.3 | What if your country is heavily dependent on aid? | 328 |
| | 6.6.4 | What if your country has strong vertical health programmes? | 329 |
| 6.7 | Conclu | usion and letter since | 331 |
| | 6.7.1 | Key take away messages for the central health planning authority | 331 |
| | 6.7.2 | Main points for operational planners to keep in mind | 331 |
| Ref | erence | S | 332 |
| Fur | ther re | ading | 333 |
| | | Factor | |
| Cha | pter 7 | Estimating cost implications of a national health policy, strategy or plan | 335 |
| Ove | rview | | 337 |
| Sun | nmary | | 339 |
| 7.1 | What | do we mean by "estimating the cost implications" of a NHPSP? How does it fit | |
| | into tl | ne broader health financing context? | 341 |
| | 7.1.1 | What do we mean by costing in the context of this handbook? | 342 |
| | 7.1.2 | How does NHPSP costing fit into the broader health financing context? | 345 |
| 7.2 | Why e | estimate costs for the NHPSP? | 346 |
| | 7.2.1 | Because a NHPSP cost estimation is a necessary basis for policy dialogue on | |
| | | the affordability of the NHPSP | 346 |
| | 7.2.2 | Because costing can help promote cohesive support for the NHPSP | 350 |
| | 7.2.3 | Because NHPSP cost projections put the MoH in a stronger position during the | |
| | | budget negotiation stage | 350 |
| | 7.2.4 | Because costing strengthens accountability | 352 |
| | 7.2.5 | Because the costing can help in the selection of relevant priorities according to | |
| | | available funds | 354 |
| | 7.2.6 | Because costing can be a useful approach to inform discussions around efficiency | 354 |
| | 7.2.7 | Summary of rationale for costing of the NHPSP | 355 |
| 7.3 | Timir | g of NHPSP costing | 356 |
| 7.4 | Roles | and responsibilities of NHPSP stakeholders in the costing process | 358 |
| | 7.4.1 | Ministry of health | 358 |
| | 7.4.2 | Other ministries, including ministry of planning and ministry of finance | 358 |
| | 7.4.3 | Sub-national health authorities, including community level | 359 |
| | 7.4.4 | Parliamentarians | 359 |
| | 7.4.5 | Private sector | 360 |
| | 7.4.6 | Development partners | 361 |
| | 7.4.7 | Civil society, including professional associations and special interest groups | 362 |
| 7.5 | How t | o estimate NHPSP costs: methodological approaches | 363 |
| | 7.5.1 | Getting started: setting objectives and defining an approach for the NHPSP costing | 363 |
| | 7.5.2 | Costing the NHPSP in 20 steps | 366 |

| | 7.5.3 Different approaches, methods and tools to inform NHPSP costing: | |
|-----|--|-------------|
| | some issues to consider | 372 |
| | 7.5.4 Assuring high-quality cost estimates | 381 |
| 7.6 | What if? | 384 |
| | 7.6.1 What if your country is decentralized? | 384 |
| | 7.6.2 What if your country is heavily dependent on aid? | 385 |
| | 7.6.3 What if fragility is an issue in your country? | 385 |
| 7.7 | Conclusion | 387 |
| Ref | ferences | 388 |
| Fur | rther reading | 389 |
| Ann | nex 7.1 Examples of purposes of estimating and analysing costs, at different lev | els |
| | of the health system | 390 |
| Ann | nex 7.2 Sample content to be included in a report for costing an NHPSP | 391 |
| Cha | apter 8 Budgeting for health | 393 |
| Ove | erview | 395 |
| Sun | mmary | 397 |
| 8.1 | What is meant by budgeting for health? Some key concepts | 399 |
| | 8.1.1 What is a budget? | 399 |
| | 8.1.2 Public financial management | 399 |
| | 8.1.3 Medium-term expenditure framework (MTEF) | 399 |
| | 8.1.4 Line-item budgeting for health | 400 |
| | 8.1.5 Performance budgeting | 400 |
| | 8.1.6 Fiscal space and fiscal space for health | 401 |
| | 8.1.7 Strategic purchasing | 402 |
| 8.2 | Why is it important to understand the health budgeting process? | 403 |
| 8.3 | When does the budgeting process take place? | 405 |
| | 8.3.1 Budget cycle steps – a brief overview | 405 |
| | 8.3.2 Fiscal vs calendar year | 406 |
| 8.4 | Who are the people involved and engaged in the health budgeting process? | |
| | Roles of different stakeholders | 407 |
| | 8.4.1 MoH: engaging in health budget formulation and execution | 407 |
| | 8.4.2 Role of civil society organizations (CSOs) in the health budgeting proces | s 412 |
| 8.5 | How does the budgeting process work from the point of view of NHPSP stakeh | olders? 415 |
| | 8.5.1 Budget formulation | 416 |
| | 8.5.2 Budget approval or enactment | 420 |
| | 8.5.3 Budget execution | 420 |
| | 8.5.4 Budget evaluation | 420 |
| 8.6 | | ing |
| | the health budgeting process | 421 |

| | 8.6.1 Legal considerations | 421 |
|------|--|-----|
| | 8.6.2 How can countries introduce and effectively undertake multiyear budgeting? | 422 |
| | 8.6.3 How can countries move from a line-item to a programme-based budget? | 425 |
| | 8.6.4 When and how should countries assess fiscal space for health? | 428 |
| | 8.6.5 How can the necessary data be collected? | 429 |
| | 8.6.6 How should countries understand and influence the political economy of | |
| | budgeting for health? | 431 |
| | 8.6.7 Looking beyond budget: importance of public finance systems for health | |
| | financing and UHC | 433 |
| 8.7 | What if? | 434 |
| | 8.7.1 What if your country is decentralized? | 434 |
| | 8.7.2 What if your country is heavily dependent on aid? | 438 |
| | 8.7.3 What if fragmentation and/or fragility is an issue in your country? | 440 |
| 8.8 | Conclusion | 441 |
| Ref | erences | 442 |
| Fur | her reading | 444 |
| Cha | pter 9 Monitoring, evaluation and review of national health policies, | |
| stra | tegies and plans | 447 |
| Ove | rview | 449 |
| Sur | nmary | 451 |
| 9.1 | What do we mean by monitoring, evaluation and review of NHPSPs? | 453 |
| | 9.1.1 What are the differences between monitoring, evaluation and review? | 453 |
| | 9.1.2 Monitoring, evaluation and review need a strong, country-led M&E platform | 453 |
| 9.2 | Why are monitoring, evaluation and review important? | 455 |
| | 9.2.1 Because progress and performance of the national health strategy | |
| | need to be tracked | 455 |
| | 9.2.2 Because country monitoring is the basis for regional and global monitoring | |
| | of priority health issues | 455 |
| | 9.2.3 Because reporting progress on health-related SDGs requires sound M&E systems | 455 |
| | 9.2.4 Because health inequities need to be monitored. | 456 |
| | 9.2.5 Because countries need functional surveillance mechanisms | 456 |
| | 9.2.6 Because monitoring, evaluation and review are a necessary basis for accountability | 456 |
| | 9.2.7 Because there is a growing interest and demand for quality data for | |
| | decision-making and accountability | 457 |
| 9.3 | What are the components of an M&E platform? | 459 |
| | 9.3.1 Sound policy and institutional environment for M&E | 459 |
| | 9.3.2 Well-functioning data sources | 468 |
| | 9.3.3 Strong institutional capacity for data collection, management, analysis, use | |
| | and dissemination | 471 |

| 9.3.4 Strong mechanisms for review and action | 473 |
|---|-----|
| 9.4 How can a country-led M&E platform be strengthened? | 476 |
| 9.5 Who should be involved in monitoring, evaluation and review? | 478 |
| 9.6 When should monitoring, evaluation and review take place? | 479 |
| 9.7 What if? | 481 |
| 9.7.1 What if fragmentation and/or fragility is an issue in your country? | 481 |
| 9.7.2 What if your country is decentralized? | 482 |
| 9.8 Conclusion | 485 |
| References | 486 |
| Further reading | 487 |
| Annex 9.1 Template/outline of an M&E plan | 490 |
| Chapter 10 Law, regulation and strategizing for health | 491 |
| Overview | 493 |
| Summary | 495 |
| 10.1 What do we mean by law and regulation? | 497 |
| 10.1.1 Some key concepts | 497 |
| 10.1.2 Ways in which law and regulation are used in the health sector | 502 |
| 10.2 Why do we need law and regulation in the national health planning process? | 506 |
| 10.2.1 A legal road map for the national health planning process | 507 |
| 10.2.2 Law and regulation as a key implementation mechanism for health | |
| policies and plans | 511 |
| 10.2.3 Law and constraints on government powers | 514 |
| 10.3 When should legislation be used? | 514 |
| 10.4 Who should be involved in work on law and regulation? What are their roles | |
| and responsibilities? | 515 |
| 10.5 How do we go about work on law and regulation in the context | |
| of national health planning? | 520 |
| 10.5.1 Specific law and regulation issues to consider during each stage | |
| in the national health planning process | 520 |
| 10.5.2 Legal impediments and constraints to consider in national | |
| health planning | 523 |
| 10.6 Conclusion | 537 |
| References | 538 |
| Further reading | 539 |
| Chapter 11 Strategizing for health at sub-national level | 541 |
| Overview | 543 |
| Summary | 545 |
| 11.1 What is strategizing at sub-national level? | 547 |

| | 11.1.1 What do we mean by "sub-national"? | 547 |
|------|---|-----|
| | 11.1.2 What do we mean by "strategizing at sub-national level"? | 547 |
| | 11.1.3 What do we mean by "decentralization"? | 548 |
| | 11.1.4 What does decentralization look like in practice? Some country examples | 550 |
| | 11.1.5 Sub-national planning in a decentralized environment | 550 |
| | 11.1.6 Sub-national planning in an unresponsive central environment | 555 |
| | 11.1.7 The social roots and political dynamics of decentralization | 557 |
| 11.2 | Why is strategizing for health at sub-national level important? | 559 |
| | 11.2.1 Positive impact on the accountability of public policy to the recipients of services | 559 |
| | 11.2.2 Increased (community) participation and engagement | 559 |
| | 11.2.3 Increased flexibility | 560 |
| | 11.2.4 Better mitigation of geographical and social imbalances | 560 |
| | 11.2.5 Improved bottom-up intersectoral and multi-stakeholder collaboration | 561 |
| | 11.2.6 Legal necessity | 561 |
| 11.3 | When should sub-national planning be considered during the planning cycle? | 565 |
| 11.4 | Who should be engaged in sub-national planning? | 566 |
| 11.5 | How to strategize for health at sub-national level? | 568 |
| | 11.5.1 Population consultation | 568 |
| | 11.5.2 Situation analysis | 570 |
| | 11.5.3 Priority-setting | 572 |
| | 11.5.4 Strategic planning | 574 |
| | 11.5.5 Operational planning in a decentralized context | 577 |
| | 11.5.6 Costing and budgeting in a decentralized context | 578 |
| | 11.5.7 Monitoring and evaluation in a decentralized context | 580 |
| | 11.5.8 General issues to consider at sub-national level during all steps in the | |
| | planning cycle | 584 |
| | 11.5.9 General issues to consider when putting in place sub-national planning | |
| | structures during an on-going decentralization process | 588 |
| 11.6 | Conclusion | 591 |
| Refe | erences | 592 |
| Cha | pter 12 Intersectoral planning for health and health equity | 597 |
| | rview | 599 |
| | nmary | 601 |
| | What is intersectoral planning for health and health equity | 603 |
| 9 | 12.1.1 Health equity and social determinants of health | |
| | - how do they relate to national health planning? | 603 |
| | 12.1.2 The Sustainable Development Goals (SDGs) – a marked accent | |
| | on intersectorality | 606 |
| | | |

| 12.1.3 Intersectoral planning made explicit: good examples from | |
|---|-----|
| New Zealand and Norway | 608 |
| 12.1.4 Intersectoral planning as the focus of this chapter | 609 |
| 12.2 Why do we need intersectoral planning? | 610 |
| 12.2.1 Burden of disease | 611 |
| 12.2.2 Social determinants | 612 |
| 12.3 When should we engage other sectors? | 616 |
| 12.4 Who should be involved: roles and responsibilities | 618 |
| 12.5 How should we plan for and implement intersectoral action? | 623 |
| 12.5.1 A good starting point: the situation analysis phase of the | |
| national health planning cycle | 624 |
| 12.5.2 Policy dialogue and negotiation | 626 |
| 12.5.3 Monitoring and accountability | 630 |
| 12.6 Conclusion | 634 |
| References | 635 |
| Further reading | 637 |
| Annex 12.1 Entry points for health equity and intersectoral collaboration | |
| and strengths of the SDG links | 638 |
| Chapter 13 Strategizing in distressed health contexts | 641 |
| Overview | 643 |
| Overview | 645 |
| 13.1 The context of "fragile" states | 647 |
| 13.2 Aid in fragile states | 650 |
| 13.3 Health policies, strategies and plans in distressed settings | 653 |
| 13.3.1 Context and actors | 653 |
| 13.3.2 Information, the foundation of the policy and planning process | 654 |
| 13.3.3 General principles | 658 |
| 13.3.4 Learning from international experience | 664 |
| 13.3.5 Specific situations, calling for tailored approaches | 667 |
| 13.3.6 Essential aspects to be considered in relation to some subsectors | 672 |
| 13.4 Conclusion | 681 |
| References | 682 |
| Further reading | 684 |
| Annex 13.1 Assessing the usefulness of a health policy/strategy/plan | 688 |

Contents xii