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LEADERSHIP DEVELOPMENT PROGRAM FOR THE MINISTRY OF HEALTH

PALESTINIAN HEALTH SECTOR REFORM AND DEVELOPMENT
PROJECT (“THE FLAGSHIP PROJECT”)

SHORT-TERM TECHNICAL ASSISTANCE REPORT

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SECTION I: INTRODUCTION

The Flagship Project is a five-year initiative funded by the U.S. Agency of International Development (USAID), designed, and implemented in close collaboration with the Palestine Ministry of Health (MOH). The Project's main objective is to support the MOH, selected non-governmental organizations, and selected educational and professional institutions in strengthening their institutional capacities and performance to support a functional and democratic Palestinian health sector able to meet its priority public health needs. The Project works to achieve this goal through three components: (1) supporting health sector reform and management, (2) strengthening clinical and community-based health, and (3) supporting procurement of health and humanitarian assistance commodities.

The Flagship Project intends to provide senior MOH staff with a multi-session leadership development training program that aims at enabling the officials to envision and lead change and be champions of reform. To start the process of developing and introducing the Leadership Development Program (LDP), the Flagship Project is collaborating with its technical partner TRG to a) engage MOH decision-makers in supporting leadership development and b) design and implement the first leadership workshop to the target training population (e.g., 20-25 senior MOH officials).

Through the first session of the LDP in June 2009, the Flagship Project provided a conceptual and practical introduction to leadership development to both MOH decision-makers and senior staff and worked with the senior staff to refine the goals, content, and nature of the follow-on training sessions.

This report describes the short-term technical assistance provided by TRG from August 2-18, 2009, during which the Flagship Project:

- A. Conducted the second “**Leadership to Support Health Sector Reform**” **Workshop** for senior MOH staff in Nablus District.
- B. Conducted a **Training of Trainers (TOT) Workshop** for 13 MOH and 5 non-MOH leaders to provide skills that will enable them to conduct training and be involved in the delivery and sustainability of the Leadership Development Program (LDP) throughout the MOH.
- C. Designed and conducted a two-hour **Staff Meeting** with the Flagship Project staff to review the five project focus areas and discuss Year Two work plan activities.
- D. **Additional activities** included the following: 1) worked with the project team to capture lessons learned from the Leadership Workshop and discuss the competencies and content for the next workshops in the Leadership Development Program (LDP); 2) met with project staff to discuss the focus and content of the performance improvement module of the Leadership Development Program; 3) provided input into the project's Year Two work plan; 4) attended the event to celebrate the project's Multisectoral Integration

activities in Nablus District; and 5) drafted and discussed the trip report with project staff.

(For more information about the TDY and the consultants involved, refer to Annexes A – C.)

SECTION II: ACTIVITIES CONDUCTED DURING TDY

A. CONDUCT THE SECOND “LEADERSHIP TO SUPPORT HEALTH SECTOR REFORM” WORKSHOP FOR SENIOR MOH STAFF IN NABLUS DISTRICT

The workshop “Leadership to Support the Health Sector Reform” was designed to reach leaders and decision-makers within the MOH staff who will carry the reform process forward. The workshop allowed Flagship Project staff and MOH leaders to discuss a model for leading change and to get additional guidance and input on the key leadership competencies and behaviors on which to build the LDP. This workshop was held in Nablus, where the project is rolling out its multi-sectoral integrated approach. This workshop will be delivered in other cities in the coming months. Objectives include the following:

During the workshop, the Flagship Project worked with MOH staff to:

- Explore a research-based model of leading change as a resource for implementing the Health Sector Reform priorities;
- Discuss the opportunities and challenges for leaders within the Palestinian Health Sector;
- Examine leadership and management functions;
- Identify collective leadership strengths and prioritize areas for future training.

1. Workshop Participants

Participants attending the workshop included the following:

PARTICIPANT NAME	POSITION TITLE	ORGANIZATION
Dr. Hiba Jaber	Oral Health Department Director	Nablus Directorate
Najwa Hannon	Director of PHC Department	Nablus Directorate
Aydah Habeisha	Director of Pharmaceuticals Department	Nablus Directorate
Wafa Abdallah Al Akhras	Director of Family Planning Department	Nablus Directorate
Laila Al Khayat	Pharmacist	MOH
Raed Mohammad Ismael	Inspection Department	MOH
Moheb Abu Zant	Accreditation & Licensing Department	MOH
Abelhalim Hasan	IT Specialist	MOH
Nazmyyah Abu Samrah	Department Director	Nablus Directorate

Muna Al Shalabi	Nursing Director	Al Watani Hospital
Zaher Ahmad Al Bahsh	Director of Health Services	Nablus Directorate
Hazem Samaneh	Environmental Health Inspector	Nablus Directorate
Dr. Nael Alawneh	Inspection Department	MOH
Ahmad Samaneh	Director of Health Education Department	Nablus Directorate
Samer Awartani	Admin& Finance Manager	Rafidia Hospital
Samia Shayeb	Nursing Director	Rafidia Hospital
Isam Ayrot	X-ray Department	MOH
Marwa Dimyati	Director of Clinics Department	Nablus Directorate
Rasha Massaeed	Department Director	MOH

2. Workshop Outcomes

During the workshop, the Flagship Project discussed with MOH staff:

- a. Health Sector Reform – Participants increased their understanding of and their role in the Health Sector Reform. They appreciated the opportunity to share opportunities and challenges and explore their role within the large change initiative.
- b. Review of Leadership Models – The *Eight Step Model for Leading Transformational Change* (based on the work of former Harvard professor John Kotter) proved to be a valuable resource for reform efforts. Participants found the model relevant and useful to the work they are doing on their own change initiatives that support the health sector reform. They found the discussion on Kotter’s distinction between “leadership and management” useful. Participants were able to apply William Bridges’ model for Transition and Change and explored ways they, as leaders, can support their staff successfully through a change initiative.
- c. Leadership Domains, Competencies and Behaviors - Participants indicated their priorities for future training from among the leadership domains that will be included in the LDP:

●	●	Leadership Domains
3	4	Strategic Thinking and Planning
7	5	Decision Making
10	2	Communications
1	4	Team Development
1	1	Performance Management
2	9	Leading Change

Instructions: **Green dot:** where you feel the **most skilled**
Red dots: where you would like **more training**

This will help the Flagship staff further design and develop a curriculum that meets the unique needs of MOH leadership at all levels.

- d. *Guidance on Content and Training Methods* – At the end of the workshop, participants provided valuable feedback and suggestions on the content of the workshop as well as on the specific training methods used using a written evaluation form. In their evaluation, they expressed encouragement and support to make future trainings just as participatory and interactive. They were appreciative of being able to share ideas with one another and learn new tools that will be immediately applicable to their work. They also wished that the training was longer in terms of duration so that they can learn more about the subject.

B. CONDUCT A TRAINING OF TRAINERS (TOT) FOR MOH AND NON-MOH STAFF

The TOT was designed to provide MOH and non-MOH trainers with additional skills in order to build a cadre of local trainers who can deliver and roll-out the LDP in other districts and to the multiple levels of staff in the MOH, i.e.: central and district level supervisors, directors, and managers from primary and secondary healthcare. Participants will be selected with the guidance of the MOH.

Objectives include the following:

By the end of this course, participants will be able to:

- Describe adult learning theory and effective training for adult learners;
- Utilize an experiential approach to training and design experiential sessions;
- Tailor course content and plan organized sessions which are crafted to a specific audiences;
- Establish realistic learning objectives relevant to the training content;
- Create training materials and visual aids to support the learning process;
- Use a core set of facilitation skills to guide learners through experiential sessions and to elicit participation and generate interaction among participants.

1. Workshop Participants

Participants included 13 MOH leaders and five non-MOH leaders from hospitals and universities. The complete list is included below.

PARTICIPANT NAME	POSITION TITLE	ORGANIZATION
Maria AlAqra'	International Relations Director	MOH
Dr. Shawqi Fares	Compliance Unit Department Manager	MOH
Abdullah Hussein Bani Odeh	Nursing Services Manager	MOH
Samir Hussein Shalabi	Hospitality Services Manager	MOH

Barraq Ghazi Jumaa	Director of Projects Department - HPPGD	MOH
Basima Al Amleh - Joudeh	Projects Coordinator	MOH
Dr. Mohammed Al Hasan	Primary Health Care Director	MOH
Ammar Sbouh	Hospitals Quality Improvement Director	MOH
Aisha Mansour	Minister Office Manager	MOH
Abed Alra'oof Saleem	Quality Assurance Officer	Public Health Laboratory
Ahd Abu Moghli	General Manager	Public Health Laboratory
Moysar Mansour	General Manager of Qalqilia Hospital	Qalqilia Hospital
Dr. Ali Khalil Al Ramahi	General Manager of Beit Jala Hospital	Beit Jala Hospital
Non-MOH		
Rima Qanawati	Director of Programs Development	Bethlehem Arab Society for Rehabilitation
Elie Shehadeh	Projects Manager	Bethlehem Arab Society for Rehabilitation
Atef Al Rimawi	Director of Administration & Human Resources	Augusta Victoria Hospital
Mirabo Shammas	Lecturer at Birzeit University	Birzeit University
Dr. Naim Abu Ghosh	Medical Officer	Unrwa

2. Workshop Content

- a. Adult Learning Theory and the Experiential Learning Cycle (ELC) - Participants were introduced to the principles of adult learning and the *Experiential Learning Cycle (ELC)*; a learner-centered approach that allows participants to manage and share responsibility for their own learning. Participants found the ELC to be an effective approach for allowing their audiences to engage in an activity, review this activity critically, abstract some useful insight from the analysis, and apply the result to a “real-world” work situation.
- b. Facilitation Skills - Trainers introduced a comprehensive set of facilitation skills that helped participants make their presentations and training sessions interactive and participatory. They chose specific topics and practiced these skills in small groups.
- c. Practice Training – Participants put their new knowledge of the ELC and new facilitations skills to work through the delivery of practice training sessions. They worked in teams of three to plan and co-deliver a 45-minute training session to their peers, using appropriate training materials (PowerPoint slides, flipcharts, handouts, and more). The practice proved invaluable to helping the teams apply their new skills and receive constructive feedback from peers.

- d. *Guidance and evaluation of training* – Using a written evaluation form at the end of the last day of the training, participants expressed a great desire for additional training and provided input into the focus and content of the Advanced TOT planned for November 2009. Some of the areas in which they would like additional training include: advanced facilitation skills and different training methodologies (case studies, role-plays, etc.); they also expressed the need for allotting more time to prepare and present their practice session.

CONDUCT A STAFF MEETING TO SUPPORT THE WORK PLAN PROCESS

The Flagship project staff is in the process of developing the Year Two work plan. Senior leaders have reoriented the work around five focus areas in order to better direct activities toward specific results. TRG designed and facilitated a staff meeting to help the staff: review the focus areas (below); discuss their individual contributions to the project; share the results they have committed themselves to and identify how they will be accountable for those results moving forward.

FOCUS AREAS
1. Centers of Excellence
2. Health Information Systems
3. Multi-sectoral Integration
4. Investing in People
5. Institutional Capacity Strengthening

1. Participants

More than 25 staff attended the meeting, including senior leadership, Dr. Taroub and Dr. Damianos.

2. Outcomes

Staff engaged fully in the meeting, renewed their commitments and shared strategies for ensuring even greater success in year two of the project. They shared personal commitments for accountability for project results and the support they need from colleagues in order to fulfill their commitments. Senior leadership plans to continue these discussions to enhance and strengthen the team, especially as they focus on the Year Two work plan.

C. ADDITIONAL ACTIVITIES

1. Worked with the project team to capture lessons learned from the Leadership Workshop and discuss the competencies and content for the Leadership Development Program (LDP). The LDP curriculum will be presented and finalized during the November STTA trip. The curriculum will include objectives, competencies and agendas for each course.

TRG and FLAGSHIP project staff discussed the workshop and ways in which we can continue to provide support to MOH leaders. Participants in the workshop expressed a deep desire to obtain additional training as well as continue to meet together as a group informally to continue to support one

another and share ideas. Project staff discussed strategies to provide this support. Participants also gave input into the desired skills training for the overall Leadership Development Program (LDP) and staff discussed ways to incorporate their suggestions into the list of course competencies.

2. Met with project staff to discuss the focus and content of the performance improvement module of the Leadership Development Program;

TRG met with FLAGSHIP project staff responsible for the Performance Improvement Module 7 to identify ways in which we can coordinate as we design the performance management sessions for the LDP. Staff shared some of the reference background documents they obtained from MOH staff on previous performance management initiatives started DFID and the EU.

3. Provided input into the project's Year Two work plan.

TRG provided input into the work plan, including a timeline for rollout of the Leadership Development Program and other major activities.

4. Attended the event to celebrate the project's Multisectoral Integration activities in Nablus District at Al Najah National University.

Maura was able to attend the event, which celebrated the launch of project activities in Nablus. The event was well attended by MOH leaders and staff, as well as senior leaders from USAID and Chemonics. Participants from the leadership and TOT workshops were awarded their certificates.

5. Drafted and discussed the trip report with project staff.

TRG consultants submitted, and discussed with staff, the draft of the trip report.

SECTION III: NEXT STEPS/ACTION PLAN

A. PREPARE FOR THIRD TDY (NOVEMBER 1-15, 2009)

The following activities are planned for a third TDY in November:

1. Conduct "Leadership to Support Health Sector Reform" Workshop in Ramallah/Nablus for the 18 TOT participants (from the August course) + 4 additional MOH officials and managers.
2. Conduct an advanced level ToT for the MOH and non-MOH participants (from the August TOT) to enable them to conduct future leadership related training workshops and support the roll-out and sustainability of the Leadership Development Program.
3. Meet with project staff and MOH staff to present the proposed curriculum outline and recommended courses, timelines and audience for the Leadership Development Program.

4. Work with the Flagship Project staff on schedule and plan for the delivery of the core curriculum.

B. FINALIZE OUTLINE FOR CORE LEADERSHIP DEVELOPMENT PROGRAM CURRICULUM

Based on the agreed upon competencies, TRG will develop a draft outline of the core leadership curriculum which will include course objectives and block schedules for several multi-day courses. We will discuss this with Flagship staff over the next two months and present the proposed curriculum outline and recommended courses, timelines and audience to the MOH in November.

ANNEX A: TERMS OF REFERENCES

Leadership Program Development for the Ministry of Health Staff

Partner: Training Resources Group (TRG)

General Project Overview:

The Flagship Project is a five-year initiative funded by the U.S. Agency of International Development (USAID), and designed in close collaboration with the Palestinian Ministry of Health (MOH). The Project's main objective is to support the MOH, select non-governmental organizations, and select educational and professional institutions in strengthening their institutional capacities and performance to support a functional, democratic Palestinian health sector able to meet its priority public health needs. The project works to achieve this goal through three components: (1) supporting health sector reform and management, (2) strengthening clinical and community-based health, and (3) supporting procurement of health and humanitarian assistance commodities.

The Flagship Project will support the MOH implement health sector reforms needed for quality, sustainability, and equity in the health sector. By addressing key issues in governance, health finance, human resources, health service delivery, pharmaceutical management, and health information systems, the Ministry will strengthen its dual role as a regulator and main health service provider. The Flagship Project will also focus on improving the health status of Palestinians in priority areas to the Ministry and public, including mother and child health, chronic diseases, injury prevention, safe hygiene and water use, and breast cancer screening for women.

Background of the SOW:

The Flagship Project believes that investing in leadership capacities and skills in the MOH will build a cadre of decision makers and leaders who can strategically lead and support the reform of the MOH in the next five years and beyond. Senior MOH staff will be key players in envisioning, advocating for, implementing, and sustaining reform throughout the Ministry. Providing leadership development training for these staff is an essential part of supporting long-term reform efforts: it will strengthen the capacity of the Project's senior counterparts at the Ministry and reinforce their commitment to health sector reform. The Flagship Project also recognizes the importance of developing a "guiding team" of key decision-makers within the Ministry, who will oversee the leadership development initiative and provide institutional reinforcement of the training goals and results.

Management and leadership skills feed directly into the MOH Institutional Development Plan (IDP) and constitute an important pillar for supporting progress in each of the 18 modules specified in the IDP by building a cadre of leaders and decision makers who can carry the reform process forward.

Objectives of the SOW:

The Flagship Project intends to provide senior MOH staff with a multi-session Leadership Development Program that aims at enabling the officials to envision and lead change and be champions of reform. This process started in partnership with TRG and two workshops were conducted in Ramallah for senior MOH officials to begin defining, developing, and introducing the Leadership Development Program. Following on the previous workshops and dialogue, The Flagship Project will continue the process by collaborating with its technical partner TRG to a) continue rolling out the two-day course "Leadership to Support Health Sector Reform" by offering it to MOH officials in the Nablus and Hebron Districts b) designing and implementing Training of Trainers (ToT) workshops for MOH and non-MOH trainers in order to build a cadre of local trainers who can continue to roll-out the program in other districts and to the multiple levels of staff in the MOH c) meet with MOH and project staff to better understand the performance management system in order to continue the development of the leadership program materials related to this topic.

In order to support the sustainability of the program and to encourage participation, The Flagship Project will provide translation services during the ToT and subsequent training workshops; and will translate all relevant training materials into Arabic.

Specific Tasks/Deliverables:

The TRG team will be taking two trips to the West Bank, one two week trip in August, and another in November.

AUGUST 1 – 15, 2009

The purpose of the trip in August will be: a) **Revise the two-day workshop to make it appropriate and tailored to district officials,** b) Conduct the two-day course "Leadership to Support Health Sector Reform" to MOH officials in the Nablus District, b) design and implement Training of Trainers (ToT) workshop for 20 MOH and non-MOH trainers in order to build a cadre of local trainers who can continue to roll-out the program in other districts and to the multiple levels of staff in the MOH, c) meet with MOH and project staff to better understand systems related to planning and performance management in order to continue the development of the leadership program training materials, and d) Coordinate with Idara and the local training partner to create linkages with the leadership training components they have within their contractual mandate with the Project. This will help to streamline the leadership training the Project is providing to MoH and NGOs partners.

Participating TRG staff: Maura Fulton and Kathy Alison

Tentative trip schedule:

August 2: Arrive in Ramallah

August 3- 4: Work with project team to finalize workshop materials and preparations.

- August 5-6: Conduct “Leadership to Support Health Sector Reform” Workshop in Nablus for district level MOH officials and managers.
- August 7: Work with Project team to capture lessons learned from the workshop, prepare for the ToT, and discuss leadership program module content.
- August 10: Meet with MOH staff to discuss the development and content of the performance improvement module of the leadership program
- August 11-13: Conduct ToT for 20 MOH and non-MOH trainers to enable them to conduct future leadership related training workshops in order to support the roll-out and sustainability of the Leadership Development Program.
- August 14: Report writing and discussion with project staff
- August 15: Departure from Ramallah

Deliverables:

- A two-day workshop for MOH staff in Nablus District on “Leadership to Support Health Sector Reform”.
- A three-day ToT workshop to develop a cadre of local trainers to support the roll-out and sustainability of the Leadership Development Program.
- A final report, including findings, lessons-learned, recommendations, participant feedback, and follow-up steps. This report will cover the two workshops, as well as other relevant meetings with the Ministry and the Flagship Project. It is required that the final report is completed in the field and submitted to USAID within 21 working days from the date of the departure of the consultant from the field.

Reporting:

The Consultants will collaborate with and report to the Training and Continuing Education Program Officer.

Timing: August 1-15, 2009

Total LOE Days (including travel):

Senior Trainer, Kathy Alison: 16 days of LOE

Trainer, Maura Fulton: 16 days of LOE

ANNEX B: CONSULTANT CVs

MAURA FULTON

**Trainer/ Organizational Development Consultant
Training Resources Group, Inc.**

Maura Fulton is a skilled trainer with over 15 years of experience in international development, community-based program design and implementation, and organizational strengthening. She has worked across Asia, Africa and the Commonwealth of Independent States implementing programs and workshops with the U.S. government and nongovernmental organizations (NGOs). Currently, as a full-time staff member with TRG, she has been assisting with the design and delivery of a variety of USAID funded projects such as the Districts That Work project in Pakistan where she designed and facilitated workshops aimed at building and institutionalizing the capacities of local government training institutions. Her unique expertise is in strength-based methodologies including: stakeholder workshops, experiential training and adult learning, Appreciative Inquiry, Assets-Based Community Development (ABCD), and Open Space. Prior to joining TRG, Ms. Fulton designed, developed and delivered comprehensive orientation programs for expert consultants and trained US Peace Corps volunteers on peace building activities, conflict resolution, and conflict management.

PROFESSIONAL EXPERIENCE

The following are examples of major activities undertaken during her career:

Trainer, Foreign Service Institute, USA. Delivers leadership and management skills training throughout the year to State Department employees at the Foreign Service Institute (FSI). Facilitated sessions in customer-focused management for FSI.

Trainer, Reproductive Health and HIV Research Unit, South Africa. Delivers a quarterly 2-day leadership development forum to offer skill-building training to RHRU leadership in such areas as communication, teambuilding, and managing meetings.

Consultant, ActionAid International, South Africa. Co-facilitated a leadership forum for an international NGO bringing together women leaders from over 40 countries. The forum was experiential and participatory and served to establish an action plan for women's leadership strategies for the organization as a whole.

Training Specialist, USAID Districts That Work Project, Pakistan. Provided capacity-building technical assistance and training on a USAID-funded project in Pakistan, *Districts That Work (DTW)*. Work included the design and facilitation of workshops aimed at building and institutionalizing the capacities of Local Government Training Institutions (LGTI) so that they can provide specialized services such as training and consulting services to local governments.

Associate Peace Corps Director/Programming and Training, United States Peace Corps/Thailand and Republic of Georgia. Managed the design and implementation of all Peace Corps programs, pre-service and in-service training

events, content workshops and staff retreats. Led a strategic planning process and the revision of education sector programs and established a new organizational development program. Implemented project plans, developed training sessions, manuals and handbooks. Collaborated with government ministries at the national, district, and local levels to assess community priorities, develop and evaluate projects, and select suitable placements for volunteers. Established the first Peace Corps program in Georgia, set programmatic policies, and established formal cooperative partnerships with Georgian ministries. Trained volunteers on peace building activities, conflict resolution and conflict management.

Executive Director, Peace Corps Encore!, Washington, DC, USA. Designed, developed and delivered comprehensive orientation programs for expert consultants as well as implemented volunteer management workshops for partner organizations. Set the organization's strategic direction and managed program initiatives responsive to partner needs, while overseeing all daily operations and administration. As director, established a strategic alliance with United Way International (UWI) and their donors and local partners to support long-term tsunami recovery efforts in India and Indonesia. Established the groundwork for a partnership with BRAC and BRAC University in Bangladesh to deploy volunteers on short-term capacity-building assignment. Trained and deployed groups of volunteers to partner with UWI affiliates to strengthen their capacity to design, implement and evaluate tsunami recovery programs.

National Program Director, City Year, Inc., Boston, USA. Provided vision, leadership and support to more than 45 program, service, and training directors at local and international sites. Improved the civic leadership program for all City Year AmeriCorps members. Trained and coached staff in the use of "inspiring" methodologies for teamwork, partnership development and community service by embracing a strengths-based approach that focuses on what works. Restructured the organization by overhauling program and service delivery; created standards and manuals; developed training sessions and materials; and streamlined monitoring systems and reporting.

Participatory Development Consultant, USAID Research and Reference Services Project. Researched and analyzed USAID's participatory development practices for staff and partners; synthesized models and case studies for inclusion in best practices anthology. Provided training, grant writing assistance, and support to six community-based action teams carrying out rural development projects on culture, education, and the environment. Designed and conducted training on cross-cultural integration skills and international volunteer service.

EDUCATION

M.A., International Development, Ohio University; Athens, OH, 1999

B.S., Mass Communications, Towson State University; Towson, MD, 1991

Certification: Women's Studies, Ohio University; Athens, Ohio

Appreciative Inquiry: University of Calgary, Calgary, Canada

Myers-Briggs Type Indicator (MBTI); Fairfax, Virginia

KATHLEEN ALISON
SENIOR CONSULTANT
TRAINING RESOURCES GROUP, INC

Kathy Alison is a senior management and organizational development consultant, trainer and facilitator with over 30 years of professional experience in support of the international development activities of USAID/Washington offices and field projects, the World Bank, and USDA. She has extensive experience in planning, designing and facilitating multi-sectoral, cross-cutting training and team building programs, workshops and conferences.

Ms. Alison has worked in over 50 countries in the Middle East and North Africa; Central, South and Southeast Asia; Eastern, Central and Western Europe; East and Central Africa; and South and Central America in the areas of training needs assessments, training design and delivery; curriculum development; knowledge management; interpersonal communications and facilitation skills; team building and team planning, collaborative problem solving and consensus building; strategic planning and project work planning; institution building; public consultation processes; and policy formulation for a wide variety of technical areas and international audiences. She has served as project manager and supervisor for numerous USAID IQCs throughout her tenure at TRG, and she was the Human Resources Development Manager for 6 years on a long-term USAID water project.

PROFESSIONAL EXPERIENCE
Senior Consultant (1989-present)

- Under the USAID-funded Stamp Out Pandemic Avian Influenza Project (STOP-AI), facilitated a 5 ½ day training program: Joint Avian and Human Influenza Training for Rapid Response Teams and Training of Trainers in Kisumu, Kenya in June 2009. She led the design team for the course, working in close collaboration with the WHO Inter-Country Epidemiologist in Harare and the FAO Emergency Centre for Transboundary Animal Diseases (ECTAD) in Kenya.
- Under STOP-AI, designed and delivered a 6-day training and field practice session on biosecurity and outbreak response for Serbian veterinarians in Nis, Serbia in Oct, 2008. The course combined technical presentations with an outbreak response field-based exercise that allowed participants to apply the knowledge and clarify roles and responsibilities for outbreak response.
- Currently assisting the USAID/Africa Bureau Economic Growth, Agriculture and Environment (EGAE) Division with the design and delivery of a training course on Water, Sanitation and Hygiene (WASH) for USAID mission staff. The course provides USAID program and technical officers from the AFR region with training on 1) why the WASH sector is important for USAID, 2) the institutional and legal requirements for USAID programming in the WASH sector, 3) proven interventions in Water, Sanitation, and Hygiene that are available to accomplish WASH objectives, and 4) development of plans for how to apply USAID resources and programming mechanisms to address challenges and comply with regulations in the WASH sector.
- Provided short-term Training and Capacity Building expertise to the USAID-funded Districts that Work (DTW) project implemented by the Urban Institute in 9 Districts in four provinces in Pakistan. Project worked at the district level to develop skills and necessary tools for effective governance. Conducted an initial institutional assessment of 3 training institutions to identify possible partners for DTW. Designed and facilitated three workshops for new local project staff on effective consulting skills, facilitator training, and curriculum development in order to institutionalize the curriculum being used with local

government and elected officials to promote and support governance, health, education, and economic growth at the district level.

- Over the past 15 years, designed and delivered numerous technical training programs for USAID and other donors. Served as lead designer and facilitator on the following workshops and training courses:
 - Joint Avian and Human Influenza Training for Rapid Response Teams and Training of Trainers in Kenya for the Stop AI project.
 - Biosecurity, Outbreak Response Training for Avian Influenza (AI) and Field Practice in Serbia under the STOP AI Project for veterinarians from Serbia, Montenegro, Macedonia, and Bosnia and Herzegovina.
 - *Water, Sanitation and Hygiene Overview Course* for USAID staff in Africa under the Advancing the Blue Revolution Initiative (ABRI).
 - *Innovative Water and Wastewater Financing Workshop for the Asia and Near East Region*, in Manila, the Philippines.
 - *ANE Anticorruption Workshop for Strategy and Program Development*, held in Bangkok.
 - *Supporting Decentralization & Local Governance in the Asia and Near East Region* in Cairo.
 - *Agriculture, Environment and Natural Resources Management Training Course* for USAID staff.
 - *Promoting Economic Growth in a New Era*.
 - In collaboration with USAID's Urban Programs Office, designed and developed four training courses that increased the knowledge and awareness among USAID staff about urbanization issues.
 - *Millennium Plus One: Integrated Water Resources Management in the New Century*.
 - *Global Climate Change*
 - *Decentralization and Public – Private Partnerships for Improved Water Management* in Sharm El Sheikh, Egypt.
 - *Human and Institutional Capacity Development regional conference*, held in Dubrovnik, Croatia and the *E&E Bureau Regional Participant Training Conferences* in Tblisi, Georgia; Bucharest, Romania; and Budapest, Hungary.
- Served as the full-time Human Resources Development Manager for 6 years for the Irrigation Support Project for Asia and the Near East (ISPAN), a \$28 million dollar project funded by USAID. Managerial and technical responsibilities included:
 - Work on the Middle East Peace Process through the Multilateral Working Group on Water, with support from the U.S. State Department and the European Commission, to conduct a regional training needs assessment leading to the adoption of a training strategy with 21 specific training courses designed for water engineers and managers from the region. The training plan was officially adopted by government representatives on the Multilateral Working Group on Water at a conference in Oman and all courses were offered by various donors over a 2 year period.
- Currently serving as the lead designer for the 2-week *Foundations of Interagency Reconstruction and Stabilization Course* for the State Department Office of the Coordinator for Reconstruction and Stabilization (S/CRS). Over 400 USG employees from the Departments of State, Defense, Treasury, Homeland Security, Justice, Health and

Human Services, Commerce, USAID, and USDA will be trained by TRG in 2009.

- Served on the TRG team that designed and facilitated a series of seven Foreign Service Institute training courses on *Reconstruction, Stabilization and Conflict Transformation* for the State Department Office of the Coordinator for Reconstruction and Stabilization (S/CRS). Participants were senior Foreign Service Officers from the Department of State, Department of Defense, USAID and other USG agencies.
- As part of a 3-person TRG team, supported the strategic planning initiatives focusing on reorganization and change within USAID's Economic Growth, Agriculture, and Trade (EGAT) pillar Bureau in Washington, DC,
- Led the Knowledge Management (KM) initiative for the Organizational Change Program (OCP) for the Consultative Group on International Agricultural Research (CGIAR).

**Office of International Cooperation and Development, Washington, D.C.
International Training Specialist, U.S. Department of Agriculture, (1979-1989)**

Provided short-term technical assistance to agricultural development projects in Africa, Latin America and Asia; designed curricula and experiential training materials for numerous training courses for international participants; and facilitated international workshops on topics such as Management of Agricultural Research, Biotechnology, and Irrigation Management for USAID field staff.

EDUCATION:

- M.S., Extension Education, University of Illinois/Urbana
- B.S., Agricultural Communications, University of Illinois/Urbana
- Certification: Myers-Briggs Type Indicator

ANNEX C: TDY ITINERARY

- August 2: Arrive in Ramallah
- August 3-4: Work with project team to finalize workshop materials and preparations
- August 5-6: Conduct “Leadership to Support Health Sector Reform” Workshop in Nablus for district level MOH officials and managers.
- August 7: Work with project team to capture lessons learned from the workshop, prepare for the TOT, and discuss leadership program module content.
- August 10: Meet with FLAGSHIP staff to discuss the development and content of the performance improvement module of the Leadership Development Program
- August 11-13: Conduct TOT for 20 MOH and NGO trainers to enable them to conduct future leadership related training workshops in order to support the roll-out and sustainability of the Leadership Development Program
- August 14: Conduct two-day Staff Team-building Exercise; draft report and discuss with project staff
- August 15: Kathy Alison-departure; Maura Fulton-continue writing draft report
- August 17: Maura Fulton-attended the event to celebrate the project’s Multisectoral Integration activities in Nablus District at Al Najah National University
- August 18: Maura Fulton-departure

ANNEX D: LIST OF TRAINING MATERIALS DEVELOPED DURING TDY

Materials developed during the TDY and submitted to project staff include:

1. Participant materials and PowerPoint slides for the “Leadership Development Program & Leading Change” workshop for Nablus MOH staff.
2. Participant materials and PowerPoint slides for the “Training of Trainers (TOT)” workshop.
3. Participant materials for the Flagship Project Staff Meeting.