



USAID | **WEST BANK/GAZA**
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FINANCIAL CAPACITY STRENGTHENING PROGRAM TRAINING – PHASE II

**PALESTINIAN HEALTH SECTOR REFORM AND
DEVELOPMENT PROJECT (FLAGSHIP PROJECT)**

SHORT-TERM TECHNICAL ASSISTANCE REPORT (FINAL)

Prepared by:

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Health Strategies International LLC (HSI)**

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ACRONYMS

FO-Field Office

FCSP – Financial Capacity Strengthening Program

FIS – Financial Information System

FMS – Financial Management System

GHI – Government Health Insurance

HSI – Health Strategies International, LLC

IDP - Institutional Development Plan

MoH – Ministry of Health

MoF – Ministry of Finance

NGO – Non-Governmental Organization

NHA – National Health Accounts

NHI – National Health Insurance

PRDP - Palestine Reform and Development Plan

SOW – Scope of Work

STTA – Short Term Technical Assistance

TA—Technical Assistance

USAID – United States Agency for International Development

SECTION I: OVERVIEW

The Flagship Project is a five-year initiative funded by the U.S. Agency for International Development (USAID), designed, and implemented in close collaboration with the Palestinian 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 Palestine Reform and Development Plan (PRDP) focuses on building strategic management capacity and reforming health financing in order to increase the quality and affordability of public health care. Subsequently, financial management was a key area identified by the MoH during its 2008 health sector needs assessment and its leadership development workshop, conducted by the Flagship Project in July 2009. To respond to this need, the Flagship Project launched the Finance Capacity Strengthening Program (FCSP).

During December 2009, with a two-day training program in two West Bank locations (Ramallah and Nablus), the training introduced a three-pronged FCSP approach and familiarized participants with health system reform and finance management systems, both in general terms and in the Palestinian context. The December training program introduced the three FCSP modules (e.g. Health Systems Financing, Finance Management Systems, and Finance Administrative Skills), and provided an introduction and overview of health systems financing and reform (Module 1) and finance management system tools and functions (Module 2).

This second training was planned for March 2010. The training program focused on Modules 2 and 3 with the aim to provide in more detail financial management tools such as finance planning and budgeting (Module 2) and building finance administrative skills, including the use of Excel for accounting functions (Module 3).

The March training was scheduled to be conducted over four days (two for each module) in each of two training sites and was to include lectures, slide presentations, written exercises, case studies, and participant discussion. Due to delays by USAID in vetting FCSP trainees, the FCSP training was postponed and was launched in July 2010.

This consultancy and report contributes to Flagship Project's implementation plan as follows:

- *Component 1, Objective 1.1: Improve Good Governance and Management Practices in the Palestinian Health Sector*
- *Task 1.1.1: Strengthen the capacity of the Ministry of Health to implement reforms needed for improved quality, sustainability, and equity in the Palestinian Health Sector.*

- *Deliverable 1.1.1.3: Health Administration and Management Program for the Public Sector*
- *Activity e2: Develop and implement a Financial Management Capacity Strengthening Program*
- *Deliverable 1.1.1.7: Expanded opportunities for fellowships, foreign study programs, and/or development of local certificate training programs in health management and administration.*
- *Activity b: Develop local certificate training programs on leadership development for health care professionals, health finance, and health management.*

This consultancy also contributed to the MOH IDP module number 3, Support the Implementation of the New Health Insurance program:

SECTION II: ACTIVITIES CONDUCTED

In order to meet the objectives of this consultancy and to provide quality training, the consultants decided to begin the training with Module 3 in order to build up the trainees' financial and administrative knowledge including the Microsoft Excel before introducing Module 2 which covers advanced financial concepts.

The training also incorporated various exercises using Excel to make it more interactive and practical.

Day 1: Building Financial and Administrative Skills

The first day of the training started at 9:30 a.m. with a short opening speech by the Finance Manager and the Health Economist at MoH.

The participants were asked about their Microsoft Excel skill levels so the trainers could gain a better understanding of the needs for the second day of the training and to assemble balanced groups for solving the exercises. The participants were asked to put in writing what their expectations were from the training.

The first training session began with a review of the general objectives of the FCSP and Module 1; providing a summary of the basic concepts first introduced during the December 2009 training.

The first session of Module 3 was dedicated towards explaining Generally Accepted Accounting Principles (GAAP) and introducing the main concepts issued by the FASB. Two exercises were given to the trainees to practice and apply the concepts covered in this session.

The different fields of accounting, their importance and uses were also introduced and explained. Additionally, cost accounting basics, e.g. types of costs, cost drivers, importance of cost accounting in the hospital decision making process, planning, and minimization of the institutional economic resources wastage were explained.

The final session for the first day focused on the horizontal and vertical analysis of financial statements and financial ratio analysis.

DAY 2: Microsoft Excel training

The entire day was dedicated towards providing basic Excel training and its uses in accounting and financial management. Basic concepts were introduced to provide the skills to utilize their immediate practical needs. This was reviewed with exercises that were relevant to their actual reporting tasks. This session was introduced to provide a step between the current manual operations and the roll out of the HIS/FIS.

DAY 3: Financial Information Systems and Budgeting

This session started with a presentation by the Administrative and Financial Director at Rafidia (MoH) Hospital on the results from the hospital cost analysis pilot study at the hospital. He discussed the detailed analysis of the ancillary services of laboratory and radiology and the allocation of indirect costs. Schedules for the application of capital costs to the annual cost analysis were demonstrated using schedules developed by staff of the MoH.

The anticipated implementation of the HIS/FIS at MoH facilities and a description of the types of data required for input to these systems were discussed. The definitions of input and output data from the HIS system according to international standards were presented illustrating the importance of information comparable across the MoH, NGOs, and at the international level. Examples of FIS components were described such as a standardized MoH chart of accounts and the benefits of standardization across MoH facilities. A discussion describing how to customize a standard chart of accounts to the special needs of each facility, without compromising the standardization element, was provided and followed up with an exercise to encourage participants to apply this principle.

The second part of the day was used to cover budgeting concepts and applications. The key types of budgets and their use in health care facilities were presented to the trainees. This was followed by a discussion on the MoH towards program budgeting, how it relates to the various MoH facilities represented by the trainees and the scope of their involvement in the process. Examples of program budgeting were illustrated and the methods of anticipating and managing programs using the data from FIS systems and program budgets were presented and discussed. Practical applications of cost and volume variance analysis were covered in conjunction with the unit cost of program activities.

DAY 4: Case Study Financial Management and Budgeting

The last day began with an explanation of the decision making process when the actual results are compared against a program budget including policies authorizing changes to budgets at various levels of management.

The latter part of the day was dedicated to the case study on financial management and budgeting. In designated groups, the participants solved three questions that covered program budgeting using multiple sources of funding with follow up exercises on variance analysis and determining unit costs for the program. Each group presented its findings to the rest of the groups and then recorded their findings in an Excel worksheet.

SECTION III: FINDINGS, RECOMMENDATIONS, AND NEXT STEPS

FINDINGS

- The unexpected insertion of the presentation on the progress of the hospital cost analysis pilot study at Rafidia hospital **reduced** the time available for the trainers to cover some topics in more depth.
- The presentation by the Rafidia Hospital Director on the results of the hospital cost analysis pilot study did provide an excellent link to the relevance of the training and its importance to the participants. It was a clear message that the MoH has an interest in and obtaining high quality financial management information and is preparing for the HIS/FIS.
- The majority of the participants thought that the training was too short (the training started at 9am and ended at 2pm). They believed the topics covered were of high importance, but each topic needed more time and more in depth discussion. However, they did not demonstrate willingness to stay.
- The participants thought that the Microsoft Excel session was too short and expressed interest in on-the-job teaching of Excel and other accounting software.
- The participants found the case study and the experience in a simulation to be very effective compared to other methods of training. They were not as interested in learning concepts, but rather the application of these concepts to their own work context. The participants from primary health care centers were particularly sensitive to strong emphasis of the training materials on hospitals.
- The participants were responsive to short practical application exercises that utilized the principles covered immediately prior to the exercise. Short presentations of solved exercises by one team drew discussion from other teams and created interaction between the participants and an interest in sharing their techniques and knowledge.
- The two participant groups (Nablus and Ramallah) had different perceptions and attitudes. Most of the trainees from the Nablus group demonstrated aptitude, cooperation and eagerness to learn. On the other hand, while many of the trainees from the Ramallah group were somewhat competent, they were more skeptical of the relevance of the training to their work needs and exhibited a lower level of sophistication and professionalism.

RECOMMENDATIONS

Cost Analysis Hospitals and Primary Care Facilities

The MoH has made hospital cost analysis training a priority for the hospital financial personnel and is coordinating a cost analysis pilot with the Flagship Project to prepare for the rollout of the HIS system. The MoH has designated Rafidia Hospital as the pilot facility for this study to identify their needs for costing and pricing of all MoH services.

A perfect follow on activity to the MoH cost analysis effort would be a detailed training in cost analysis of hospital and primary health care facilities with practical application exercises to ensure the participants grasp the concepts and can apply them in a practical manner. This would enhance their knowledge base and promote the adaptation of the pilot study findings to the other MoH facilities.

The pilot study is expected to be completed by the end of September and it will provide the specifics to develop training materials tailored to the participants' professional needs. A review of the pilot study can be made prior to the preparation of the training materials to ensure that the training utilizes actual data in the exercises.

The cost analysis training should address the MOH's need to obtain the unit costs of services necessary to recover costs through insurance reimbursements from government and private insurers. The training should also strengthen participants' skills necessary for the utilization of the cost analysis information to manage the operations of their facilities.

The training in cost analysis should cover the following:

- The methods and practices used to calculate unit cost
 - Defining standard cost and its relation to actual cost
 - Identifying the various levels that costs can be determined and their value
- Tasks and data required for computation of unit costs
 - Identifying all costs associated with the delivery of health care
 - Applying different methodologies to apply all costs to obtain unit costs
- Utilizing cost data to improve the management of their facility
 - Utilizing unit cost to determine price for
 - Insurance reimbursement
 - Patient fees
 - Copayments
 - Sliding fee schedule
 - Measuring productivity using cost analysis
 - Analyzing variable and fixed costs as part of unit costs
 - Measuring standard cost against actual results

A case study involving hospital cost analysis should be provided to ensure that participants have the opportunity to apply the training. Shorter exercises should be given at the end of each topic to build capacity to apply the knowledge gained in the training in a professional setting. All the case studies and exercises should be done on Excel to create capacity and understanding of the actual process involved in creating financial management information and cater to the MoH request to build participant knowledge in this software. Although many participants have access to computers at their offices and/or their homes, most participants were not familiar with using Excel in managing financial information.

The training should be for three days where a training day would reflect the typical working hours at MoH but start half an hour later considering the added distance many participants have to drive to the training location. This will also address some participants' concerns that the training was too short. and will allow for more time to cover materials in more depth as seen in the NGO training.

Program Budgeting and Planning

The next training should include a short review of the program budgeting material covered in July followed by more in depth training addressing the implementation of and the relationship between the annual budgeting and institutional planning processes

Transitioning from a line item budget that most MoH directors and accountants are familiar with to a program budget that the MoH is now utilizing will provide an opportunity to relate the training to the participant actual workplace needs. The MoH process and definitions should be researched and incorporated into the training materials and exercises. Applying these principles through exercises and case studies should be completed on Excel to strengthen participants' capacity in using administrative tools and technology which will prepare them to transition to the upcoming HIS.

Program budgeting and planning should take an entire day of the training and involve a case study that requires the participants to prepare an annual program budget for an MoH facility. This will provide a basis for future trainings in longer range planning.

NEXT STEPS

Monitor and evaluate the MoH costing pilot study at Rafidia Hospital to incorporate its results in the materials and exercises for the next training.

Review the methodologies determined in the pilot study and prepare any supplemental materials to refine it.

Obtain the MoH policies and procedures for program budgeting so that the program budgeting training materials and exercises can be made relevant to the next budget cycle.

ANNEX A: PARTICIPANTS EXPECTATIONS AND SUGGESTIONS FOR FUTURE TRAININGS

Participants' expectations of the training were collected and compiled prior to the start of the first session, these expectations matched the training goals and materials covered. Many participants expected the training to cover the following topics:

- Foundations of financial management, its best practices and applicability to MoH facilities.
- Skills using computer software, specifically Excel
- Financial analysis, budgeting, planning and decision making
- Costing and costing analysis
- Cash accounting vs. accrual accounting and accounting principles
- Financial reporting

Suggestions for the next trainings were collected from the training evaluations and also solicited at the conclusion of the training in an open discussion. Most participants suggested that there be more focus on the topics covered in the training particularly with Excel and Costing. Participants suggested that the upcoming FCSP trainings should accommodate the following:

- Continued Excel training.
- Including focused training in costing.
- Training in the operation of computerized accounting systems.
- Examples and exercises that use data from Palestinian MoH facilities.
- Having shorter times between trainings (First training was in December, second training was in July).
- Adding more time, or number of days, to the training.
- Having fewer participants per training.

The data collected from evaluations, questionnaires and discussions as well as the knowledge change measured from the pre and post tests will be used to evaluate this training, define the next training priorities and largely contribute to the design of the materials for the next training.

ANNEX B: SCOPES OF WORK (2)

Short-Term Consultancy Agreement Scope of Work (1)

SOW Title: Trainer in Financial Management

SOW Date: July 9th –July 24th, 2010

SOW Status: Final

Consultant Name: Robert Puglisi

Job Classification: Short-Term (Expatriate Professional) Consultant

Reporting to: Dr. Damianos Odeh, Deputy Chief of Party and Ziad Abdallah, Health Reform Director

I. Flagship Project Objective

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.

II. Specific Challenges to Be Addressed by this Consultancy

- The Flagship Project launched the Finance Capacity Strengthening Program (FCSP) in December 2009 with a two-day training program in two West Bank locations (Ramallah and Nablus). The training introduced a three pronged FCSP approach and familiarized participants with health system reform and finance management systems, both in general terms and in the Palestinian context. The goal of the FCSP trainings, which was planned to take place at least quarterly over the next two years, is to promote and enhance preparation for health finance reforms across the health sector (i.e. public, private and civil society) and at every level of the sector (central, district, facility) through more robust health finance policy, effective finance management systems and stronger finance administrative knowledge and skills.

- The December training program introduced the three FCSP modules (e.g. Health Systems Financing, Finance Management Systems, and Finance Administrative Skills), and provided an

introduction and overview of health systems financing and reform (Module 1) and finance management system tools and functions (Module 2). The July training program, which as originally planned for March but was postponed due to delays in vetting of the trainees and wavering MoH commitment to the program, will focus on Modules 2 and 3 with the aim to providing in more detail financial management tools such as finance planning and budgeting (Module 2) and building finance administrative skills, including the use of Excel for accounting functions (Module 3). All FCSP trainings will also focus the development of leadership and advocacy skills for finance management professionals.

During the first assignment of this consultancy (the March mission), the consultant worked with the Flagship Project field office team and HSI to develop the training materials and components in the aforementioned topic areas. The consultant will have primary responsibility for the training delivery for Module 2 with technical support of the local consultant, with the aim of delivering a four-day training program in two West Bank locations to build trainee finance management and administrative knowledge and skills (e.g. planning, budgeting, costing, and reporting). The consultant will support the FO team and HSI to ensure that trainees have the knowledge and skills to promote strong financial management skills. The target audience is financial and administrative directors, financial managers and accountants identified and nominated by MoH.

III. Objective of this Consultancy

The purpose of this consultancy is to deliver financial management training for financial staff of MoH central office and MoH primacy health care facilities and hospitals located the West Bank to educate participants on financial management to increase their capacity to achieve financial sustainability, transparency and accountability.

IV. Specific Tasks of the Consultant

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context.

The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

- National Strategic Plan 2008-2009
- Institutional Development Plan (IDP)
- Palestinian Reform and Development Plan (PRDP)
- FCSP Training Manual
- HIS Future Processes Manual.

B. Background Interviews Related to Understanding the Work and Its Context.

The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Anne Staple, Ph.D., President and Chief Economist, Health Strategies International
- Mohammad Khalaf, Program Coordinator-Healthcare Finance - The Flagship Project
- Alex Majlaton, local Financial Management Trainer
- Huda Tahboub, Program Coordinator- The Flagship Project

- Samer Jabr, Health Economist – Department of Policy & Planning, MoH

C. Tasks Related to Accomplishing the Consultancy’s Objectives. The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

- Share international best practices of financial management and reform in the public health sector and support the building of leadership skills and capacity of participants, through participatory exercises, in finance management.
- Provide financial management tools and exercises to promote an improved culture of knowledge management, and commitment and skills to apply finance information and analysis for informed planning and budgeting.
- With the local consultant, deliver the training for the target group and identify new training needs and skill development opportunities for future trainings.
- In the event that new priority tasks are introduced during the consultancy, the consultant will work with the Flagship project staff to revise the tasks and expected products to accommodate for the new priorities.
- In addition to the above-listed tasks, the Flagship Project welcomes additional contributions and creative ideas in support of the Flagship objectives.
- The consultant is encouraged to support the identification of additional STTA and scopes of work to help accomplish Flagship goals and objective where possible.

V. Expected Products.

The expected products for this consultancy are:

- The successful delivery of the second training of the Financial Capacity Strengthening Program to increase the capacity of the MoH staff in financial management and administrative skills capacity.
- A manual that compiles the FCSP training materials in English.
- A final report within 10 days of the completion of the consultancy including the substance of, findings on and recommendations related to the process and content of the FCSP future follow on and on-site trainings. A draft of this report is due on the final day prior to the consultant’s departure. This report will be written applying the FO report template for submission to USAID (using Annex II: the Flagship-provided STTA report template).

VI. Timeframe for the Consultancy.

The timeframe for this consultancy is on or about July 9th and will conclude on or about July 24th.

VII. LOE for the Consultancy.

The days of level of effort are estimated to be 12 days; 3 days for travel, 8 days for training delivery and 1 day will be spent on preparation and/or follow up work. The consultant will be expected to arrive to the field office on or about July 12th and depart on or about July 23rd.

VIII. Consultant Qualifications.

The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

- University degree in **Accounting, Finance, Business Administration** or a related field.

Work Experience Qualifications

- A minimum of **7+** years experience working in the field of **Financial Management and/or Accounting in the health sector.**
- Knowledge and experience in **Health** services in the West Bank and Gaza.
- Prior experience in financial planning and management of NGO's in low and/or middle income countries.
- Excellent analytical skills. Excellent oral and written communication skills in English.

Short-Term Consultancy Agreement Scope of Work (2)

SOW Title: Trainer in Financial Management

Work Plan No:

SOW Date: July 11th –July 23th, 2010

SOW Status: Final

Consultant Name: Iskandar (Alex) Majlaton

Job Classification: Short-Term (Local Professional) Consultant

Reporting to: Dr. Damianos Odeh, Deputy Chief of Party and Ziad Abdallah, Health Reform Director

IX. Flagship Project Objective

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.

X. Specific Challenges to Be Addressed by this Consultancy

- The Flagship Project launched the Finance Capacity Strengthening Program (FCSP) in December 2009 with a two-day training program in two West Bank locations (Ramallah and Nablus). The training introduced a three pronged FCSP approach and familiarized participants with health system reform and finance management systems, both in general terms and in the Palestinian context. The goal of the FCSP trainings, which is planned to take place at least quarterly over the next two years, is to promote and enhance preparation for health finance reforms across the health sector (i.e. public, private and civil society) and at every level of the sector (central, district, facility) through more robust health finance policy, effective finance management systems and stronger finance administrative knowledge and skills.

- The December training program introduced the three FCSP modules (e.g. Health Systems Financing, Finance Management Systems, and Finance Administrative Skills), and provided an introduction and overview of health systems financing and reform (Module 1) and finance management system tools and functions (Module 2). The July training program, which as originally planned for March but was postponed due to delays in vetting the trainees and wavering MoH commitment to the program, will focus on Modules 2 and 3 with the aim to providing in more detail financial management tools such as finance planning and budgeting

(Module 2) and building finance administrative skills, including the use of Excel for accounting functions (Module 3). All FCSP trainings will also focus the development of leadership and advocacy skills for finance management professionals.

During the first assignment of this consultancy (the March mission), the consultant worked with the Flagship Project field office team and HSI to develop the training materials and components in the aforementioned topic areas. The consultant will have primary responsibility for the training delivery for Module 3 with technical support of the expatriate consultant, with the aim of delivering a four-day training program in two West Bank locations to build trainee finance management and administrative knowledge and skills (e.g. planning, budgeting, costing, and reporting). The consultant will support the FO team and HSI to ensure that trainees have the knowledge to promote strong finance administrative skills. The target audience is financial directors and accountants identified and nominated by MoH.

XI. Objective of this Consultancy

The purpose of this consultancy is to deliver financial management training for financial staff of MoH central office and MoH primacy health care facilities and hospitals located the West Bank to educate participants on financial management to increase their capacity to achieve financial sustainability, transparency and accountability.

XII. Specific Tasks of the Consultant

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context.

The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

- National Strategic Plan 2008-2009
- Institutional Development Plan (IDP)
- Palestinian Reform and Development Plan (PRDP)
- FCSP Training Manual
- HIS Future Processes Manual.

B. Background Interviews Related to Understanding the Work and Its Context.

The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Anne Staple, Ph.D., President and Chief Economist, Health Strategies International
- Mohammad Khalaf, Program Coordinator-Healthcare Finance - The Flagship Project
- Alex Majlaton, local Financial Management Trainer
- Huda Tahboub, Program Coordinator- The Flagship Project
- Samer Jabr, Health Economist – Department of Policy & Planning, MoH

C. Tasks Related to Accomplishing the Consultancy's Objectives. The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

- Share best practices in financial management and reform in the Palestinian health system including the private and NGO sectors and support the building of leadership skills and administrative skills capacity of participants through participatory exercises and Excel training.
- Support the expatriate consultant in providing financial management tools and exercises to promote an improved culture of knowledge management and improve skills to apply finance information and analysis for informed planning and budgeting.
- With the expatriate consultant, deliver the training for the target group and identify new training needs and skill development opportunities for future trainings.
- In the event that new priority tasks are introduced during the consultancy, the consultant will work with the Flagship project staff to revise the tasks and expected products to accommodate for the new priorities.
- In addition to the above-listed tasks, the Flagship Project welcomes additional contributions and creative ideas in support of the Flagship objectives.
- The consultant is encouraged to support the identification of additional STTA and scopes of work to help accomplish Flagship goals and objective where possible.

XIII. Expected Products.

The expected products of this consultancy include:

- The successful delivery of the second training of the Financial Capacity Strengthening program to increase the capacity of the MoH staff in financial management and administrative skills capacity.
- A manual that compiles the FCSP training materials in English.
- A final report within 10 days of the completion of the consultancy including the substance of, findings on and recommendations related to the process and content of the FCSP future follow on and on-site trainings. A draft of this report is due on the final day prior to the consultant's departure. This report will be written applying the FO report template for submission to USAID (using Annex II: the Flagship-provided STTA report template).

XIV. Timeframe for the Consultancy.

The timeframe for this consultancy is on or about July 11th and will conclude on or about July 23rd.

XV. LOE for the Consultancy.

The days of level of effort are estimated to be 9 days; 8 days for training delivery and 1 days will be spent on preparation and/or follow up work.

The consultant will be expected to start at the field office on or about July 12 and finish the assignment on or about July 23rd.

XVI. Consultant Qualifications.

The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

- University degree in **Accounting, Finance, Business Administration** or a related field.

Work Experience Qualifications

- A minimum of **7+** years experience working in the field of **Financial Management and/or Accounting in the health sector.**
- Knowledge and experience in **Health** services in the West Bank and Gaza.
- Prior experience in financial planning and management of NGO's in low and/or middle income countries.
- Excellent analytical skills. Excellent oral and written communication skills in English and Arabic.

ANNEX C: CONSULTANT CVs

ROBERT J. PUGLISI

[REDACTED]

[REDACTED]

Summary of International Experience:

Financial management projects in the developing countries of Vietnam, The Republic of the Marshall Islands, The Gambia, Sierra Leone, Lesotho, Egypt, Jamaica, and Barbados, sponsored by USAID, World Bank, African Development Bank, Inter-American Development Bank, Asian Development Bank, Luxembourg Development, and Ireland AID.

Primary assignments included:

- Financial modeling for strategic and operational plans for a Ministry of Health.
- Analysis of hospital cost recovery systems and user fee collection policies and procedures.
- Assessment of the adequacies of financial management and reporting systems of hospitals for Ministries of Health, to provide timely, and accurate information for management.
- Created hospital step-down cost analysis computer models that relate actual health care expenditures to outputs such as inpatient-days and ambulatory visits.
- Analysis of the trends in national budgetary allocations and actual expenditures in current dollars for health care services from all sources.
- Financing policies for health care services including insurance pilots and staff remuneration.
- Assessed the financial management capabilities of hospitals to operate a managed care system as a primary method for financing operations.
- Reorganize Grants Management and Grants Accounting of a Ministry of Finance.
- Preparation of administrative and financial operations manuals for a Ministry of Health.
-

Dec. 2009 **BOSTON MEDICAL CENTER Lesotho Boston Health Alliance**, Maseru Lesotho, and Boston, Massachusetts

Mar. 2009 **CONSULTANT**

- Consultancy Services and Training to Provide a Baseline Study on the Lesotho Hospital Public Private Partnership and its effects on the Public and National Health System.
- Trained MOHSW central and district staff in the techniques of cost and service analysis.
- Provided detailed expenditure (cost) and utilization data for all Lesotho hospitals (MOHSW, CHAL and Military) and their associated health centers. Provided estimates for services delivered by physicians and nurses in private practice.
- Provided a comprehensive picture of utilization and expenditures in the health sector and their relationship to all government expenditures and gross national income.

- Identified Data that will be the input into a policy-oriented, interactive Excel model for illuminating the implications of alternative health sector investment strategies as the PPP hospital becomes fully operational.
- Identified Issues regarding weaknesses in current data collection that need to be considered by the MOHSW and the MOFDP to maintain accurate future analysis.
- Created a new indicator - Patient-Day Equivalents - that combines ambulatory visits and inpatient use in a manner that allows one indicator to be used to compare utilization

Sept. 2007 **BOSTON UNIVERSITY Center for International Health,**
Boston, MA

Oct. 2007 **CONSULTANT**

- Provided detailed baseline study for the Public Health Component of the Lesotho Hospital Public Private partnership Support Program.
- Provided hospital unit cost analysis for Queen Elizabeth II Hospital, Maseru Lesotho, the national referral hospital, to be used to assess potential bidders who will privatize the operations of the QEII.
- Assessed demand, and financial accounting, budgeting, and reporting systems. Project funded by World Bank Group-International Finance Corporation.

Sept. 2006 **BOSTON MEDICAL CENTER, (W.K. Kellogg Foundation),**
Boston, MA

Dec. 2006 **CONSULTANT, Strengthening District Hospitals and Health Centers,**
Strengthening District Hospitals and Health Centers.

Provided detailed hospital unit cost analysis for eight hospitals: Ntsekhe Hospital, Mafeteng Hospital, Scott Hospital, St. James' Hospital, Paray Hospital, Teyateyaneng Hospital, Maluti Hospital, and Leribe Hospital to determine the scope of services, the volume of services and precise burden of illness, the cost of the services, the exact staffing, the drugs and equipment on hand, drug usage, the functional status of equipment and maintenance, total revenue and its sources, expenditures, unit costs and patient origin. Quantified the actual content and cost of the basic or essential package of services as it is currently being delivered and offer an assessment of the strengths and weaknesses of the existing financial systems.

Jan. 2002 **BOSTON UNIVERSITY Department of International**
Health, Boston, Massachusetts

Mar. 2002 **CONSULTANT**

Economic Study of Referral Health Services In Lesotho: The Future of Queen Elizabeth II Hospital
Provided detailed hospital unit cost analysis for Queen Elizabeth II Hospital, Maseru Lesotho, the national referral

hospital, and two proposed upgraded district hospitals to determine the future national costs for health care services for five, ten, and fifteen years, based on demand and required replacement of the QEII Hospital. Assessed financial accounting, budgeting, and reporting systems. Project funded by Ireland AID.

**Oct. 1997-
Feb. 1999**

CONSULTANT

Participated in the Health and Population Projection the Republic of the Marshall Islands sponsored by the Asian Development Bank through Queensland University of Technology. Established models for monthly financial review of RMI government funded operations and U. S. Federal grants for the Ministry of Health and Environment. Setup software for staff attendance control and accounts receivable for patient fee collections. Trained MOHE staff to operate all newly developed systems and wrote operating manual for the Finance Department of the MOHE.

**Feb. 1996 -
Oct. 1996**

CONSULTANT

Participated in the Health Sector Assessment for Barbados sponsored by the Inter-American Development Bank. Identified the unit costs of health sector programs for cost recovery options and assessed the adequacies of financial management and reporting systems of the Ministry of Health to provide timely, and accurate information for management decisions.

**Sept. 1993-
Jan. 1994**

CONSULTANT

Participated in the Health Sector Assessment for Jamaica sponsored by the Inter-American Development Bank. Developed step-down models for unit costs, utilization, and revenues, for three different levels of government hospitals, government specialty hospitals and private sector hospitals.

1986 & 1988

CONSULTANT

Participated in the Suez Canal Area Medical Education and Health Services Development Project for the Faculty of Medicine, Suez Canal University, Ismailia Egypt. Project sponsored by USAID. Design of a computerized functional cost analysis/long-range financial planning model for use by health programs in developing countries, patented by Boston University.

1987-1993

LECTURER

Taught financial planning section of two courses: "Financing Health Care in Developing Countries" and "Management Methods for International Health." These are both 12-week courses offered by the Center for International Health to an international group of physicians and administrators.

- 1988-1989** **HARVARD UNIVERSITY SCHOOL OF PUBLIC HEALTH**
Takemi Program in International Health
- LECTURER**, Guest lecturer for "Management in Public Health in Developing Countries."
- Oct. 2001-** **LUXEMBOURG DEVELOPMENT S. A**, Luxembourg City, Luxembourg
- Dec. 2001** **CONSULTANT HEALTH ECONOMIST**
Provided financial management assessments of reimbursement mechanisms and financial reporting systems for newly created Provincial Health Department in Hung Yen Province, Vietnam. This included a proposed 5-year health insurance program, a review of the patient fee system, the budget process, and the presentation of workshop for budgeting and cost analysis
- Jan. 2000** **QUEENSLAND UNIVERSITY OF TECHNOLOGY**, Brisbane Australia
- Mar. 2000** **CONSULTANT**
Provided the financial section, and developed the financial and economic model for a fifteen-year strategic and operational plan for the Ministry of Health and Environment, Republic of the Marshall Islands. Sponsored by the Asian Development Bank.
- Apr. 1999** **CONSULTANT**
- May. 2000** Prepared an Administrative Manual for policies and operations of the Ministry of Health and Environment, Republic of the Marshall Islands. Sponsored by the Asian Development Bank
- May 1999 -** **REPUBLIC OF THE MARSHALL ISLANDS**, Majuro, Republic of the Marshall Islands.
- Dec. 1999** **CONSULTANT**
Reorganized the operations for the Ministry of Finance. Recruited and trained personnel to operate the Grants Administration and Accounting functions of the RMI and prepared documentation for grant operations for the MOF and all ministries. Negotiated indirect cost reimbursement with all agencies providing funds to the RMI
- Jan. 1998 -** **ASIAN DEVELOPMENT BANK, OFFICE, PACIFIC OPERATIONS** Manila, Philippines
- Feb. 1998** **CONSULTANT**
Participated in the Evaluation of Ebeye Hospital and Municipal Utility Services, Ebeye, Republic of the Marshall Islands
Created financial scenarios for the ADB to evaluate financing of the new hospital construction project, and restoration of essential municipal utility services, of electric power, water, sanitation and support services
- Jan. 1995** **MEDICAL CARE DEVELOPMENT INTERNATIONAL**
Washington D. C
- Apr. 1995** **CONSULTANT**

- Participated in the Health Sector Requirements Study for the Republic of Gambia, sponsored by the African Development Bank. Analyzed the evolution of budgetary allocations and actual expenditures in real terms for health care services from all sources. Evaluate the fiscal performance of the public health sector against similar indicators in other social services.
- Jan. 1992**
Mar. 1992 **CONSULTANT**
Participated in an African Development Bank project entitled "Feasibility, Design, and Engineering Studies in the Health Sector in Sierra Leone. Analyzed operating budgets vs. expenditures by level of facility including hospitals. Estimates for optimization of funding for the health care delivery system.
- Mar 1994**
Oct. 1994 **CAMBRIDGE CONSULTING CORPORATION, McLean, VA**
CONSULTANT
Participated in the Cost recovery for Health Project in Cairo, Egypt, sponsored by USAID. The CRHP provided five hospitals with model cost recovery systems, which were to be duplicated in all Ministry of Health Hospitals throughout Egypt and assessed the financial management capabilities of the Suez Canal University Hospital to operate a managed care system as a primary method for financing operations.
- 1986-2010** **CONSULTING PRACTICE - Ipswich, Massachusetts**

DOMESTIC

Recent Positions With Robert Half Management Resources:

- **Controller** – Hebrew College. (Jenzabar Accounting Software) (2008)
Managed all financial operations and prepared financial statements.
Prepared annual budget.
Assessed positions of Controller, Senior Accountant for possible consolidation, and assessed all financial staff.
- **Director of Finance** – Boston Public Health Commission. (Lawson Accounting) (2007)
Managed financial operations during transition of Finance Department, including grant services provided by Boston Medical Center.
Managed annual budget process utilizing interim Budget Director.
Assessed positions of Director of Finance, Budget Director for possible consolidation, and assessed all financial staff.
Participated in selecting Budget Director and Director of Finance.
- **Controller** – American Academy of Arts and Sciences. (MIP Acctg. Software) (2006)
Modeled budget isolating restricted, partially restricted, and unrestricted funds.

Prepared monthly financial statements and variance analysis for board.
Assisted HR and COO in hiring permanent Controller.

- **Controller** – Jason Foundation for Education. (Peachtree Accounting Software) (2005)
Transitioned organization to National Geographic Society.
Trained NGS staff in Jason Foundation operations and ran all financial operations during audit and transition to Washington D. C.

- **CFO** – Grand Lodge of Masons in MA and Masonic Education and Charitable Trust. (Platinum Accounting Software) (2003-2004)
Reorganized finance office for the fraternity reducing head count by half.
Moved charitable trust to new custodian and outsourced investment accounting.
Completed audit work papers and ran audit for both organizations.
Reported to Board of Fraternity and Board of Charitable Trust.
Reviewed performance of affiliated nursing home, visiting nurse association and feasibility of assisted living facility for fraternity.
Upgraded Platinum accounting software

- **Controller** – American Academy of Arts and Sciences. (MIP Acctg. Software) (2002)
Reviewed financial and reporting status of all grants.

- **Director of Finance**–North Shore Community Action Programs. (MIP Acctg) (2002)
- **Assistant Controller** – Ceridian Performance Partners Employee Assistance Provider

- **Special Projects for Controller** – Brookwood Financial Partners RE Investment Trust

- **Software Implementation and Training Consultant** – GI Plastics. Manufacturer (Visual Mfg. Accounting Software)

- **Controller** – First Image (Data). Fulfillment Provider

- **Assistant Controller** – Loomis Fargo. Armored car services

- **Controller** – G.E River Works Credit Union. (Credit union Accounting Software)

- **Special Projects Budgets and Contracts** – Metcalf and Eddy. Gov. Contracts

PRIOR DOMESTIC POSITIONS:

- Jun. 1991** **DONNAY USA CORPORATION**, Gloucester,
Massachusetts
- Jul. 1993** **CHIEF OPERATING OFFICER & CHIEF FINANCIAL
OFFICER**
Responsible for all operations, except marketing, for a national
sports products distributor. Managed international transactions
for purchasing, banking, interactions with international master
licensee and supplier, Donnay Industries, Couvin Belgium.
- Nov. 1987** **ATLANTIC PAPERS CORPORATION**, Beverly,
Massachusetts
- Jul. 1989** **CONTROLLER**
Responsible for all financial and systems operations of fine
paper distributor.
- Mar. 1987** **VANTAGE MANAGEMENT SYSTEMS, INC**, Danvers,
Massachusetts
- Nov. 1987** **VICE PRESIDENT FOR FINANCE**
Management Company for four non-profit home health care
agencies.
- 1980-1986** **THE CENTER FOR BLOOD RESEARCH**, Boston,
Massachusetts
CONTROLLER
Non-profit research institute, funded by grants and contracts
from government and industry, and a for-profit subsidiary
providing referral clinical testing services.
- 1973-1980** **TUFTS-NEW ENGLAND MEDICAL CENTER, INC.**
Boston, Massachusetts
**SENIOR ACCOUNTANT FOR GRANTS AND
CONTRACTS**
- 1970-1973** **SHAWMUT COUNTY BANK N.A.** Cambridge,
Massachusetts
ACCOUNTING AND BUDGET SUPERVISOR
- Education** **B.S.A., major in Accounting, minor in Management, June
1974. Bentley University, Waltham, Massachusetts.**

EDUCATION

Sept.2006- **March 2008** Bethlehem & Pavia University Bethlehem, PA
[Masters in International Cooperation and Development]

1983-1987 Bethlehem University Bethlehem, PA
[BA Business Administration]

1971-1983 Terra Santa High school Jerusalem
[Tawjihi]

EXTRA TRAINING & WORKSHOPS

April/May 1993 Management Sciences for Health Boston, USA
[Managing for sustainability]

May-July 1993 Arizona University Arizona, USA
[Health Institutions Finance & Management]

Oct. 2002 Oxfam GB Cyprus
[Logistics, Procurement & supplies workshop]

Jan. 2004 Mango UK Amman, Jordan
[Financial Management for NGO's]

March 2005 Civil defense Ramallah
[Fire training]

April 2005 PRCS Jerusalem
[First Aid training]

April 2005 OGB Jerusalem
[Security training]

October 2005 OGB Oxford, UK
[Being an Oxfam Manager]

May-July 2006 Oxfam GB Oxford, UK
[Training of IT Trainers]

April 2007 Quality Compasse Ramallah
[Linking Relief, Rehabilitation and Development]

Feb.2002 Oxfam GB Tbilisi, Georgia
[PeopleSoft Accounting & financial management software training]

OFFICIAL LISENCING AND MEMBERSHIPS

June 2006 The Israeli CPA association Tel-Aviv, Israel
[Senior Payroll Specialist]
Sept. 2000 The Institute of certified management accountants.
USA

LANGUAGES& COMPUTER LITERACY

Arabic (Mother Tongue), Fluent in English & Hebrew. Familiarity with Italian, French & Spanish.
Computer Software: Windows XP / Vista, Microsoft Office, Microsoft Projects. PeopleSoft accounting systems, Hashavshevet, SUN systems, Bisan, Lotus Notes, & other e-mail software.

JOB SPECIFIC COMPETENCES

- A- Trained in more than 5 hospitals in Boston and Tucson Arizona (USA) on hospital/health institutions management and Finances.
- B- Solid background with GAAP, International accounting and auditing standards, as well as financial management.
- C- Solid background in Economics, management and good governance, procurement, security, and the economics of performance management.
- D- Experience with fiscal reporting and with linking statistical information to the budgets and performance.
- E- Demonstrated ability to assess, train and build the capacity of employees, and coordinate the work among the different departments.
- F- Extensive knowledge in Programme cycle management, Logframe, Budgeting, and donor contract management.
- G- Awareness of best practices on gender, HIV aids, environmental issues, and human rights mainstreaming in all the work aspects.
- H- Ability to learn quickly, and to adapt relevant learning.
- I- Ability to produce accurate work under pressure.
- J- Proven ability in drafting TOR's for external audits, external evaluations, and consultancies.

ANNEX D: BIBLIOGRAPHY OF DOCUMENTS COLLECTED AND REVIEWED

- Audit Report December 31, 2008 -The Jerusalem Princess Basma Center for Disabled Children
- Strategic Plan 2000-2005 - The Jerusalem Princess Basma Center for Disabled Children
- Budget 2001-2002 St. John's Eye Hospital – Jerusalem
- Rafidia Hospital Statistical and Information Department Monthly Report
- Report on Current Expenditures in West Bank and Gaza Strip by Function of Care, Provider and Source of Funding for 2000-2006
- NGO Organizational Development Assistance Training Plan West bank and Gaza – IDaRA
- IDaRa Training Plan West Bank and Gaza – Management Training Course
- IDaRa Organizational Capacity Assessment Reports and Summary
- Summary of the Organizational Capacity Assessment Reports
- The Determination of Hospital Costs, A Cost Volume Profit Analysis of Health Services in Rafidyia Hospital, Nablus – Samer F. Jabr, Department of Health Economics, Health Policy and Planning General Directorate
- Strategic Plan – St John Eye Hospital of Jerusalem
- Budget - St John Eye Hospital Jerusalem
- MoH Institutional Development Plan – March 2009.
- PNA National Strategic Health Plan – Medium Term Development Plan 2008-2010
- World Bank West Bank and Gaza Health Policy Report – Reforming Prudently Under Pressure, Health Financing Reform and the Rationalization of Public Sector Health Expenditures

ANNEX E: LIST OF MATERIALS DEVELOPED AND UTILIZED DURING ASSIGNMENT

FCSP December training agenda

FCSP December training manual– includes PowerPoint Slides, case Studies and exercises

NGO Financial Management training agenda

NGO Financial Management training manual– includes PowerPoint Slides, case Studies and exercises