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Palestinian Health Sector Reform and Development Project “The Flagship Project”

Institutional Capacity Strengthening - Building Leaders for Change & Reform Within

The USAID-funded \$86 million Palestinian Health Sector Reform and Development Project (Flagship Project) is partnering with the MoH and NGO health service providers to mount an integrated and multi-sectoral reform initiative to promote good governance and transparency in health, equitable and quality services in care, social participation, and cost effectiveness. In order to improve quality of health care and achieve real improvement in health for the Palestinian people, the Project works with all actors and levels of the health sector.



Central to sustainability of health sector reforms is ownership of the reform process by all actors and levels within the MoH. A key partner in the overall design of the Flagship Project, the MoH also conducted its first-ever self organizational needs assessment, with Project support, to identify priority areas for reform and development. To address the reforms, the MoH developed a 5-year institutional development plan to guide its progress towards self-initiated medium-term goals. As a best practice initiated by the MoH, Project partner NGOs have also followed suit, conducting self-needs assessments and developing institutional development plans of their own. By supporting self-assessment and planning, the Project is fostering effective, relevant, and sustainable reforms that is owned by the MoH and health sector and meets the priority needs of the Palestinian people.

To support the MoH and NGO health service providers in improving governance, management, and administrative practices for reform, the Flagship Project is engaged in the following activities:

- Introduction of improved governance and management policies, processes, and procedures that promote transparency within the MoH and strengthen its oversight capacity and regulatory role
- Provision of technical assistance to the MoH in implementing reforms across its 18 self-identified priorities
- Training and skills development in leadership, management, financial management, and health administration
- Strengthening MoH capacity to effectively coordinate donors to mobilize and maximize resources
- Provision of technical assistance and capacity strengthening to 15 NGOs health service providers to improve governance and management systems and improve the quality of health care provided
- Facilitating development and upgrading of clinical guidelines and protocols, and job aides to ensure quality health care practices meeting international standards
- Capacity strengthening of educational institutions to better equip professionals with the skills, tools, systems, equipment, and support they need to perform their jobs
- Empowering policy and decision makers with tools—such as a Health Information System—to make evidence-based decisions to effectively manage financial and non-financial resources, in addition to effectively coordinate with donors to mobilize and maximize resources



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Results

- MoH self-assessment and five-year institutional development plan (IDP) completed, and used as a tool to update the MoH National Strategic Health Plan, the MoH Annual Work Plan, and for donor coordination
- 62 MoH health institutions receiving capacity strengthening support
- 12 improvements to laws, policies, regulations, or guidelines related to improved access to and use of health services drafted with USG support
- 15 NGO health service providers (seven in Gaza and eight in the West Bank) receiving project assistance to improve their institutional capacity to deliver quality health care services; Organizational self-needs assessments and institutional development plans completed
- 9 grants awarded to NGOs and community-based organizations to strengthen the capacity of Palestinian health institutions to provide effective primary, secondary, and community-based health and rehabilitation services in partnership with local communities for improved quality and access to services
- The MoH established a procurement committee to ensure a transparent and needs-based procurement process, following technical assistance from Flagship Project. The project has since delivered \$837,895 in essential medical equipment to MoH and NGO clinics and hospitals, introducing and upgrading diagnostic services and service delivery in obstetric, gynecological, and cardiology examinations, emergency applications, and diagnostic and laboratory services. Additionally, \$773,741 in life-saving pharmaceuticals have been delivered to the MoH central drugstore.
- Health facility cost data collected and analyzed for health services for first time by all MoH health facilities, with support from the Flagship Project. The cost information will inform the MoH pricing schedule for services under the upcoming new national health insurance program
- MoH adopted a best practice Behavior Change Communications (BCC) process and is developing five BCC modules on diabetes, hypertension, cancer prevention, healthy lifestyles, and injury prevention, with Flagship Project support
- Job descriptions adopted and implemented for ambulance drives, for the first time. Ambulance drivers now have the authority and training as first-responders, strengthening the continuum of care in the Palestinian health system
- Leaders for change leadership development program initiated within the MoH, NGOs, and UNRWA, for the first time
- Financial management capacity strengthening program initiated within the MoH, for the first time