



Health Sector Pool Fund

Procedures Manual

Ministry of Health & Social Welfare
Government of Liberia

November 2009

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List of Acronyms and Abbreviations

CMO	Chief Medical Officer
DFID	Department For International Development
FRA	Fiduciary Risk Assessment
GoL	Government of Liberia
JFA	Joint Financing Agreement
MoF	Ministry of Finance
MoHSW	Ministry of Health and Social Welfare
MSG	Monitoring and Steering Group
NHP	National Health Plan
OFM	Office of Financial Management
PCT	Project Coordination Team
PF	Pool Fund
PFA	Pool Fund Accountant
PFM	Pool Fund Manager
PFS	Pool Fund Secretariat
PFSC	Pool Fund Steering Committee
PPCC	Public Procurement and Concessions Commission
PPG	Payment Policy Guidelines
PRS	Poverty Reduction Strategy
SIFC	Senior International Financial Controller

1. Introduction

1.1 Establishment of the Health Sector Pool Fund

Ministry of Health & Social Welfare is committed to ensuring the accessibility of effective health services at every level of the health system. However, the large number of health actors in Liberia presents an enormous challenge to achieving alignment behind the National Health Plan (NHP) and has resulted in excessive transaction costs for the government, in addition to posing associated risks of high levels of aid duplication and inefficiency.

Liberia's Health Sector Pool Fund was therefore established to support implementation of the National Health Plan. It currently has four contributing donors, including UNICEF, UNHCR, DFID and Irish Aid. The amount of funds contributed to date is 13,5 million USD. DFID has announced its intention to contribute an additional 12 million GBP and other, additional contributions are anticipated in the coming months.

1.2 Objectives of the Health Sector Pool Fund

The objectives of the Fund are threefold:

- i. To help finance priority unfunded needs within the National Health Plan
- ii. To increase the leadership of the MoHSW in the allocation of resources
- iii. And to reduce the transaction costs associated with managing multiple different donor projects

1.3 Use of the Health Sector Pool Fund

In accordance with the Joint Financing Arrangement (the controlling authority) each contributing donor to the fund has entered into with the MoHSW, all allocations from the pool fund are based on proposals initiated by MoHSW for the purpose of implementing the NHP.

Each proposal must be discussed and agreed by the PFSC, which will ensure consistency with the aims of the NHP and review of performance, reporting and audit, as outlined in the Joint Financing Agreement.

2. Organization

All proposals for use of health sector pool funds must be developed by the MoHSW's Project Coordination Team (PCT) and be approved by the PFSC (chaired by the Minister for Health and Social Welfare), assisted in management by a Pool Fund Manager (PFM). Terms of reference for each of these bodies are provided below.

2.1 The Program Coordination Team

The MoHSW's PCT was developed to coordinate financial resources, technical assistance and programmatic implementation of the NHP.

The PCT consists of the four Deputy Ministers, seven Assistant Ministers, major disease Program Managers and long-term Technical Assistants, including the Pool Fund Manager and the Office of Financial Management's (OFM) Senior International Financial Advisor (SIFC) and the National Comptroller. The Deputy Minister for Health Services (Chief Medical Officer) is Chair of the PCT. The PCT performs the following functions:

- i. Coordinate activities of the MoHSW centrally and with the counties to ensure effective implementation of the NHP;
- ii. Develop and implement policy decisions regarding the NHP components;
- iii. Produce progress reports on the implementation of the NHP;
- iv. Oversee and give periodic reports on human resource development;
- v. Oversee and coordinate all external aid;
- vi. Coordinate the development of the National Social Welfare Policy and Plan;
- vii. Consolidate the MoHSW annual work program, and reviewing and signing off on quarterly financial monitoring reports and financial statements;
- viii. Procure goods and services necessary to implement the NHP;
- ix. And coordinate, monitor, and provide technical support to partner agencies, communities and other implementing entities;

The detailed implementation arrangements of pool fund proposals will be detailed in the respective project documents. If a pool fund allocation will be made to an external recipient, a contractual agreement will be used between the MoHSW and the fund recipient that defines responsibilities of the parties.

2.2 The Pool Fund Steering Committee

In accordance with the conditions and procedures of the Joint Financing Agreement, the specific functions of the PFSC are as follow:

2.2.1 The PFSC shall review written proposals and budgets for funding submitted by the MoHSW to the committee. For each proposal, the PFM shall prepare a separate cover sheet on fiduciary risk and whether specific tracking measures are required. The fiduciary risk cover sheet must explain how risk will be mitigated, including recommending additional resources for supervision if deemed necessary.

2.2.2 The PFSC shall ensure written proposals for pool fund allocations are consistent with the National Health Plan.

2.2.3 The PFSC shall approve, request further information or deny proposals for the use of pool funds subject to adherence to Article 2.2.2 above.

2.2.4 The PFSC shall oversee the implementation of activities under pool fund approved programs, including approving major changes in allocations as necessary, with the support of the PFM. Within this function, the PFSC shall review quarterly reports prepared by the PFM that summarize allocations, disbursements and program progress.

2.2.5 The PFSC shall ensure consistency between pool fund assistance and other development and health assistance programs in support of national priorities such as the Poverty Reduction Strategy (PRS).

2.2.6 The PFSC, through the PFM, shall require that pool fund disbursements are in line with GoL laws, including procurement regulations.

2.2.7 The PFSC shall be appraised of pool fund annual audit report findings.

2.2.8 The PFSC shall have four permanent members from the GoL: the Minister of Health and Social Welfare; the Chief Medical Officer; the Minister of Finance; and the Minister of Planning and Economic Affairs.

2.2.9 Membership shall be open to any donor who has entered into the Joint Financing Agreement with the MoHSW and a group of other representatives.*

2.2.10 All members of the PFSC will be treated equally with full rights to participation, expression and involvement in decision-making.

2.2.11 The donors shall select annually one contributing donor to act as the Lead Donor for the pool fund. The role of the Lead Donor is to serve as PFSC Co-Chair.

2.2.12 The Minister of Health and Social Welfare shall serve as Chair of the PFSC.

2.2.13 'Ad hoc' observers or advisers may be invited by the PFSC on a case-by-case basis. The NGO Monitoring and Steering Group (MSG) shall be invited to nominate one international and one national NGO to attend as observers.

2.2.14 The PFSC shall meet bi-monthly. Invitations and call for agenda items shall be sent two weeks in advance of the meeting. The Chair or Co-Chair may call emergency or extraordinary meetings as necessary to address critical issues. Any PFSC member may suggest the need for an emergency meeting to the Chair or Co-Chair.

2.2.15 The Minister of Health and Social Welfare shall propose the agenda for PFSC meetings. Members may submit additional agenda items to the Secretariat at least one week in advance of the scheduled meeting. The Secretariat will send meeting announcements, along with agendas and all relevant meeting materials, to PFSC members at least one week in advance of the meeting.

2.2.16 The discussion and outcome of each meeting will be recorded in agreed minutes. The agreed minutes will be prepared by the Secretariat and a draft will be sent to all PFSC members for their comments and approval within one week after the meeting. The members will inform the Secretariat of their comments and approval within five working days of receipt of the draft. The Secretariat shall assume "no reply" to mean that the members agree with the draft minutes.

2.2.17 The PFSC may conduct business only when at least half of the members are present, including both the Chair and Co-Chair. If no quorum exists for a meeting, an urgent meeting with the same agenda shall be called within one week.

In addition to donors who have signed the JFA with the MOHSW, PFSC members include UNICEF, UNHCR, WHO, UNFPA, USAID, World Bank, Liberian Business Association, and the European Commission.

2.2.18 Members absent from a meeting may elect to submit their expressed positions on particular decisions electronically (either email or telephone conference call) prior to or during the meeting. No post meeting submissions will be allowed.

2.2.19 The PFSC shall seek to reach all decisions by consensus.

2.2.20 The PFSC may establish sub-committees, working groups, advisory panels or other similar groups to carry out specific tasks and report back to the PFSC for action or decision.

2.3 The Pool Fund Manager (PFM)

The PFM will have two main areas of responsibility: i) effective management of the pool fund mechanism; and ii) effective management and control of fiduciary risk in the use of pool fund resources.

2.3.1 In the management of the pool fund mechanism the PFM will:

- i. Advise and support MoHSW in the preparation of funding proposals to the PFSC
- ii. Act as Secretariat to the PFSC, organizing meetings, circulating papers, drafting and circulating minutes, and generally seeing to the efficient functioning of the PFSC
- iii. Hold co-signatory responsibility for the special account set up by the MoHSW to receive donor contributions to the pool fund, and ensure that all disbursements from the account are properly related to the funding decisions taken by the PFSC
- iv. And act as main point of contact for MoHSW and donors in relation to the operation of the pool fund

2.3.2 In the management and control of fiduciary risk the PFM will:

- i. Monitor the overall budgeting process to confirm that MoHSW's financial priorities are in line with the NHP
- ii. Monitor procurement activities supported by the pool fund to ensure they are carried out in line with the principles of value for money and transparency. Specifically, the procurement activities shall be in full compliance with the GoL's Public Procurement and Concessions Commission (PPCC) regulations and procedures
- iii. Undertake the sample tracking of disbursements to monitor the flow of pool fund resources to service delivery facilities and to actual beneficiaries, to ensure control against the leakage of funds
- iv. Undertake an annual fiduciary risk assessment on the use of pool fund resources, to include the identification of short and longer-term risk mitigation measures
- v. And following a suitable tendering process, recommend to the PFSC an independent firm of auditors to undertake an annual audit of funds disbursed from the pool fund. The terms of reference for, and selection of, the independent auditors will be agreed with the ministry and donors. Costs for these annual audits will be charged to the pool fund

In fulfilling these responsibilities, the PFM shall comply with the arrangements set out in the Joint

Financing Arrangement document between MoHSW and participating Donors as well as provide quarterly reports to MoHSW and donors on the operation of the pool fund, in a format prescribed by the PFSC.

2.4 The Pool Fund Secretariat (Secretariat)

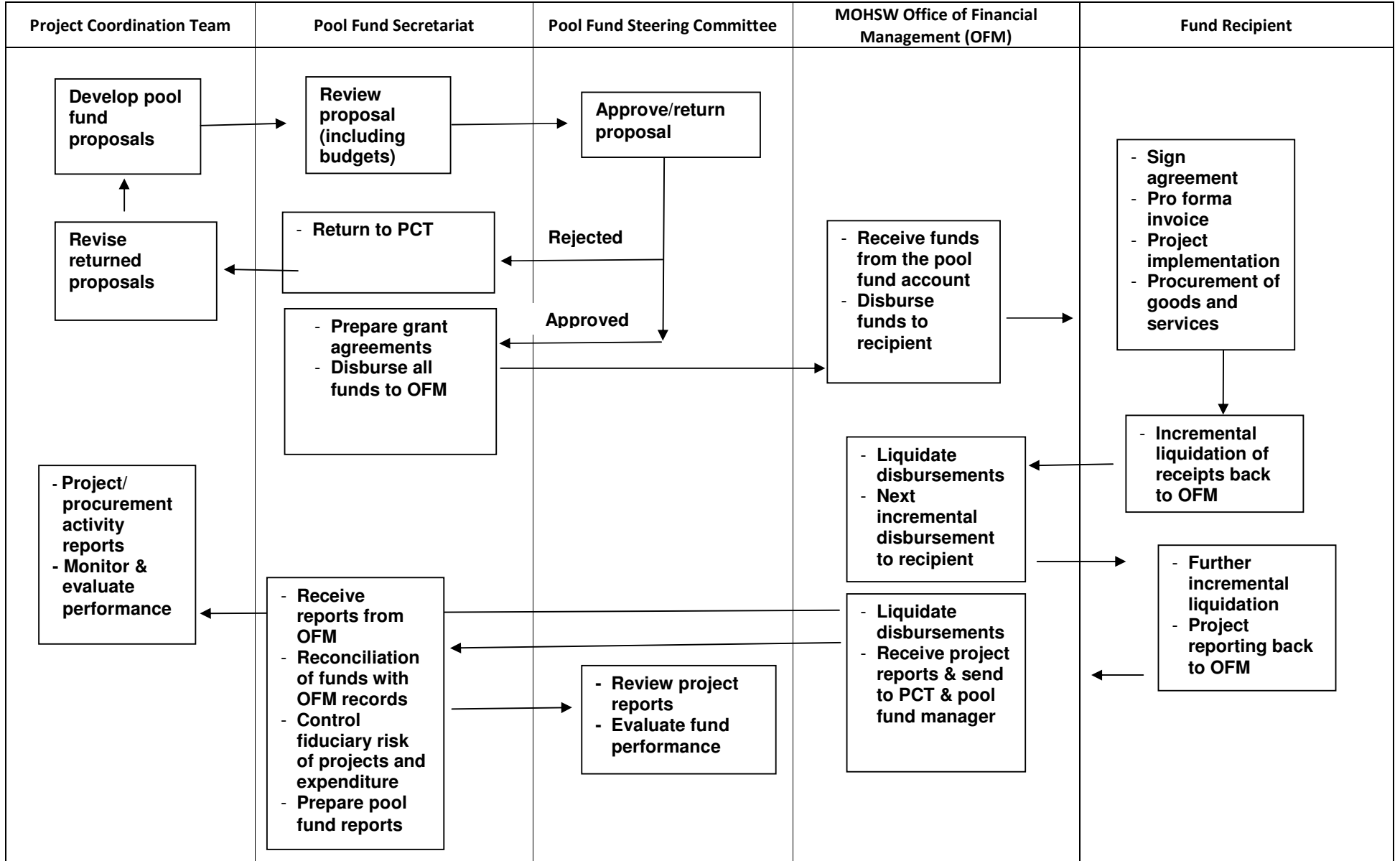
The PFSC shall be supported by a Secretariat managed by the Pool Fund Manager and staffed by a Pool Fund Accountant and Administrative Assistant. The responsibilities of the Pool Fund Secretariat include:

- i. Advise and support in the health sector planning processes to ensure close integration of pool funded activities with other sources of funds in the sector;
- ii. Advise and support the MOHSW in the preparation of funding proposals to the Steering Committee;
- iii. Provide progress reports to the steering committee on the status of implementation of pool funded activities;
- iv. Maintaining a filing system and record keeping for all pool fund related documents, including banking, proposals, allocations and reports
- v. Preparing and distributing invitations and draft agenda for PFSC meetings two weeks in advance of the monthly meeting
- vi. Collecting additional agenda items and distributing all relevant meeting material to PFSC members at least one week in advance of the PFSC meeting
- vii. Drafting the “Agreed Minutes” of PFSC meetings and distributing them to all committee members for their comments and approval within one week after the meeting
- viii. And generally seeing to the efficient functioning of the PFSC
- ix. Hold co-signatory responsibility for the Special Account set up by the MOHSW to receive donor contributions to the Pool Fund, and ensures that all disbursements from the Account are properly done and in line with funding decisions taken by the Steering Committee;

2.5 Pool Fund Process Flow

The process flow below presents the movement of pool fund proposals for funding from development stage within the PCT, through the Pool Fund Secretariat to the PFSC for consideration. The process flow depicts the disbursement of funds for approved projects and subsequent reporting back to the PFSC.

2.5 Pool Fund Process Flow



3. Financial Management Procedures

3.1 Pool Fund Accounting Policies

The pool fund accounting policies shall comply with the MoHSW's OFM guidelines and procedures.

3.2 Banking Arrangements

3.2.1 Donor Disbursement Accounts

The first contribution from DFID to the pool fund was made from Crown Agents Bank, UK. The name of the account is The United Kingdom/Liberia Pool Fund Grant 2008 Account. It is envisaged that in future, contributing donors might also use disbursement accounts. These accounts will disburse exclusively to the pool fund bank account. Liberia's Minister of Finance must make all requests for disbursements from donor disbursement accounts.

3.2.2 Pool Fund Bank Account

The pool fund bank account is officially referred to as the Health Sector Pool Fund account at Ecobank Liberia. This current account exclusively receives all donor contributions into the pool fund.

Each disbursement of funds out of this account requires signed authorization from both the PFM (or his designate, the Pool Fund Accountant) and the Deputy Minister of Administration (or her designate for this account, the Deputy Minister for Planning, Research and Development).

From periodic projections, the unutilized balance of funds in this account will be placed in risk-free, interest yielding, timed deposits at rates subject to prevailing market conditions.

In the absence of a contractual agreement with a pool fund recipient, disbursements in the amount of US\$1 million or greater shall be accompanied by an authorizing cover letter from the Minister of Health and Social Welfare (or his official delegate in his absence).

3.2.3 Disbursement Bank Account

All disbursements from the Health Sector Pool Fund will be made through the MoHSW Pool Fund Disbursement Account. This account, also located at Ecobank Liberia disburses funds exclusively for purposes of Pool Fund expenditure. The authorized signatories for this account are consistent with GoL expenditure authorization policy, namely the Minister, the four Deputies and the National Controller.

3.2.4 Project Bank Account

If the recipient of pool funds is an external entity/organization, pool funds shall be held in a separate, dual signatory bank account dedicated exclusively to the use of pool funds for purposes of transparency and internal control. Both signatories shall be officers of the recipient organization.

3.2.5 Interest Earned

All interest earned by a pool fund related bank account (donor, pool fund, disbursement, project) shall be accounted for and disclosed separately in periodic financial reports and included as part of the overall pool fund account balance.

3.3 Bank Reconciliation

Reconciliations of the Health Sector Pool Fund and Pool Fund Disbursement bank accounts shall be undertaken and reviewed monthly, all recipient, project accounts quarterly (as part of project financial reporting) and all donor disbursement accounts annually or at the time of the next contribution, whichever is earlier.

3.4 Budgeting

3.4.1 Pool Fund Budgeting

Allocations for the pool fund will be consistent with the unfunded priorities of the NHP. The PCT will develop an annual plan of priority activities to be funded by the pool fund. The PFM will support the development of annual budgets reflecting the PCT's annual plan.

3.4.2 Project Budgeting

Each priority activity identified in the PCT annual plan shall have an independent budget before it is allocated pool funds. The project budget will serve the following objectives:

- i. Determine for each project the detailed plan of action set in both quantitative and financial terms
- ii. And provide the basis of determining the disbursement requirements of each component of the project for a given period

Budget templates are provided (in Annex 1) for the allocation of the funds to support specific components and activities with defined and expected outputs to be achieved over the project periods.

3.4.3 Responsibility for Budgeting

Pool fund recipients and the PCT are responsible for preparing work plans for the projects. The PFM will support the development of a project budget based on these work plans and activities.

3.5 Pool Fund Disbursement

3.5.1 Pre Submission Procedures

Prior to submission of each proposal to the PFSC, the following tasks must have been completed:

- i. Verified that the project falls within the unfunded priorities of the NHP
- ii. Whenever feasible or appropriate, a technical committee of relevant stakeholders has been established
- iii. A project proposal has been developed with clear objectives, activities, work plan and project budget
- iv. A pre-allocation financial management capacity assessment has been carried out highlighting the ability and necessary steps for improvement required by each recipient
- v. And a project fiduciary risk assessment has been completed with recommendations integrated into the project proposal, post disbursement monitoring arrangements and a summary sheet developed to accompany each proposal

3.5.2 Post Submission Procedures

In the case of funds being channeled to an external recipient:

- i. A grant agreement with an external recipient must be developed and signed by the MoHSW, clearly stating the project objectives, activities and reporting requirements
- ii. A disbursement schedule must be agreed for the project that reflects clear progress requirements in the project activities
- iii. A pro forma invoice must be submitted in accordance with the disbursement schedule and terms of the grant agreement
- iv. And regular review of post disbursements monitoring arrangements

In the case of funds being expended by the MoHSW:

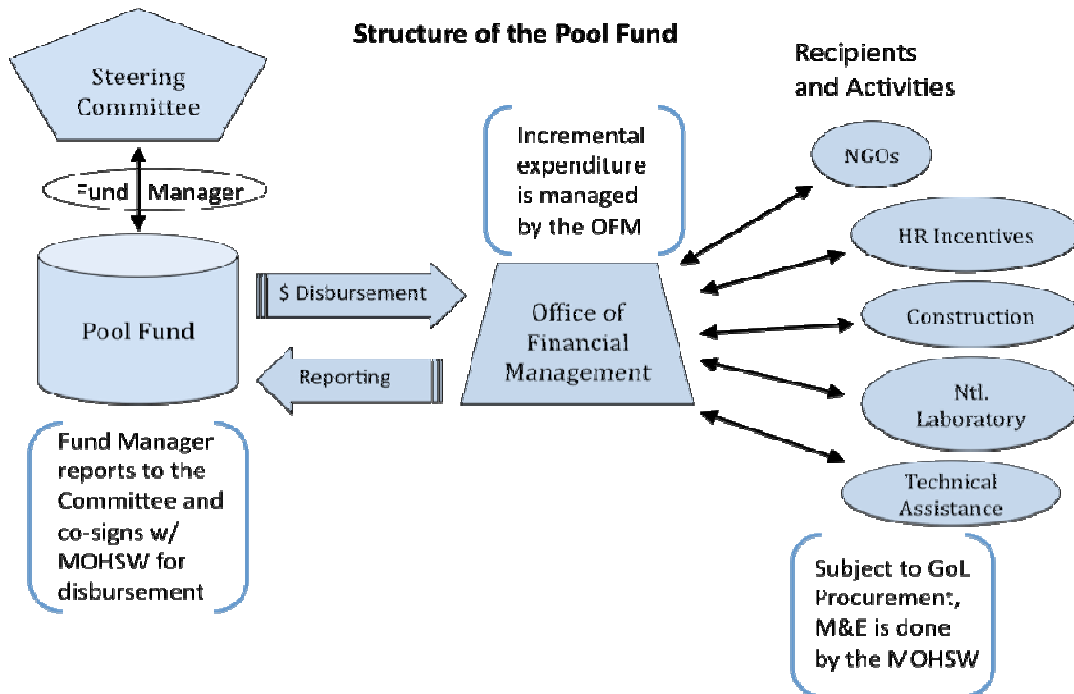
- i. A project Director/Manager must be identified and charged with carrying out the activities described in the project document
- ii. A disbursement schedule must be agreed for the project which reflects clear progress requirements in the project activities
- iii. A voucher or request for release of funds must be approved in accordance the disbursement schedule and activities of the project
- iv. And regular review of post disbursements monitoring arrangements

3.5.3 Disbursements from the Health Sector Pool Fund Account

After requisite authorizations, documents and checklists have been completed, funds necessary to initiate the project shall be transferred from the Health Sector Pool Fund Account to the Pool Fund Disbursement Account. This transfer shall require both the signature of the PFM (or his designate) and an authorized signatory for the MoHSW.

3.5.4 Disbursement of Funds from the Pool Fund Disbursement Account

All funds transferred to the MoHSW's Disbursement Account, under the management of the OFM, shall be subject to normal procurement and payment procedures set out in the OFM's Payments Policy Guidelines (PPGs). They shall be disbursed in line with the project disbursement schedule (Annex 2) and, if to an external recipient, upon receipt of a pro forma invoice (see Annex 3).



3.5.5 Liquidation and Subsequent Payments

Prior to any subsequent disbursements from the MoHSW's Disbursement Account, all previous disbursements and/or expenditure must be accounted for with financial reports to substantiate receipts, together with satisfactory evidence of programmatic progress. Each subsequent disbursement made by the OFM must also be approved by the PFM.

3.5.6 Disbursement Register

Details of all disbursements shall be entered into a disbursements register and hard copies filed on a project-by-project basis. The supporting documents, including contracts, procurement documentation, and evidence of payment shall be arranged according to each project and kept in a central location within the Pool Fund Secretariat for examination by independent reviewers including auditors.

3.6 Reporting and Monitoring

3.6.1 Financial Reporting

Pool fund financial monitoring reports will be completed quarterly and annually by the PFM to assist in managing pool fund allocations. These reports will include a summary of fund

contributions received over the period, funds allocated, funds disbursed per project as well as cumulative totals. The PFM shall submit these financial monitoring reports to the PFSC with an accompanying narrative progress report in a format approved by the PFSC.

3.6.2 Narrative Reporting

Narrative progress reports shall be completed quarterly and annually to accompany the financial monitoring reports developed for the PFSC. Each narrative report will contain an overview of pool fund activities, information on actual outputs compared to planned outputs, problems encountered and/or anticipated and any other information relevant to the implementation of the pool fund.

3.6.3 Monitoring

The PCT, in accordance with the requirements of the project disbursement schedule, will monitor project activities regularly. The PFM will also carry out periodic monitoring of project activities according to project requirements.

Monitoring of procurement activities will be done by the PFM to support the principles of value for money and transparency. Specifically, the procurement activities shall be in compliance with the GoL's PPCC regulations and procedures.

In addition to monitoring activities, unaudited quarterly pool fund financial and narrative progress reports shall be posted on the MoHSW's website for purposes of transparency and wider sector monitoring and analysis.

3.7 Audit

3.7.1 Pool Fund

The PFM shall strictly follow the external audit requirements specified in the Joint Financing Agreement. Following a suitable tendering process, the PFM will recommend to the PFSC an independent firm of auditors to undertake an annual audit of funds disbursed from the pool fund.

The terms of reference for, and selection of, the independent auditors will be agreed with the MoHSW and donors. Costs for these annual audits will be charged to the pool fund.

3.7.2 Project Audit

Depending upon the nature of each project, a project specific audit may be included as a specific fiduciary risk mitigation strategy for that project.

3.8 Fiduciary Risk Management

3.8.1 Fiduciary Risk Assessments

The PFM shall undertake an annual fiduciary risk assessment on the use of pool fund resources to identify risks and determine mitigation strategies to be implemented by the PFM. The annual

fiduciary risk assessment will be provided to the PFSC for review.

3.8.2 Fiduciary Risk Reviews

As a requirement in the pre-allocation checklist, each project proposed to the pool fund shall be evaluated for associated fiduciary risk. A summary of identified risks will accompany each proposal along with proposed risk mitigation strategies and post disbursement monitoring mechanisms that will be undertaken throughout the period of funding to the recipient. These specific risk mitigation strategies might include but are not limited to: sample tracking; audit; channeling of funds; capacity enhancements; and enhanced information flows.

4. Annual Review and Wrap Up

4.1 Pool Fund Review and Evaluation

Following the annual audit of the use of pool funds and coinciding with the annual review of the NHP, pool fund donors and the MoHSW will collectively review the implementation, application and effectiveness of the Health Sector Pool Fund mechanism and procedures in accordance with their respective bi-lateral financing agreements.

This review process may include the use of external evaluators or be limited to review of the quarterly progress reports and annual audit report submitted by the PFM.

In either case, the findings of the annual review shall be discussed as an agenda item at a meeting of the PFSC where any decisions taken, beyond the scope of respective bi-lateral agreements, shall be taken by consensus.

4.2 Closure

If the annual review of the Health Sector Pool Fund leads to a decision to wind up the pool fund, the following actions shall be taken:

- i. No additional contributions to the pool fund will be accepted
- ii. Funds remaining in donor disbursement accounts will not be deposited into the Health Sector Pool Fund account. Each donor will refer to their respective bi-lateral agreement with respect to resolving any remaining funds earmarked for the pool fund
- iii. Remaining funds in the Health Sector Pool Fund account will be returned to contributing donors from the current funding year in proportion to their contribution
- iv. Remaining funds in the MoHSW Pool Fund Disbursement Account shall remain in that account under the management of the OFM until they are disbursed according to the disbursement plans established for each remaining project
- v. All project documentation shall remain the property of the MoHSW

Within three months of a PFSC decision to wind up the Fund, the PFM will submit to the PFSC a final financial and narrative report on the cumulative activities and expenditures of the Health Sector Pool Fund.

Annex 1: Health Sector Pool Fund Proposal Template

Fiduciary Risk Assessment	
Amount Proposed	
Activity	
Fiduciary Risk Management Note: <i>This should be a summary of the findings from the pre-approval assessment undertaken by the PF accountant of recipient financial management capacity.</i>	
<u>Pre-Approval Assessment</u>	
Risk (consider risks in the following areas)	Mitigating Approach (Note these possible approaches can either be built into the program design or a 'post approval monitoring arrangement')
<ul style="list-style-type: none"> • <i>Budgeting (is it realistic? specific? comprehensive?)</i> • <i>Procurement (is it large? What type of procurement is it? What are the associated risks? What rules are being followed?)</i> • <i>Expenditure Management (what is the quality of the control environment? Are reconciliations undertaken? Is there an internal audit department?)</i> • <i>Reporting and monitoring (who monitors? What monitoring reports are produced, what is their quality, can we access?)</i> • <i>Accountability (does an audit take place?)</i> 	<i>Pre-Approval Recipient Assessment</i> <i>Fund Channeling, Sample Tracking</i> <i>Recipient Capacity Enhancements</i> <i>Information Flow</i> <i>Audit</i>
<u>Post Disbursement Monitoring Arrangement</u>	
Safeguard	Regularity
Examples include: <ul style="list-style-type: none"> • Audit reports • Physical verification for large value assets • Sample checking • Review of implementation reports • Site visit to monitor progress • Full update to financial management assessment (undertaken above) 	E.g. Annual from May 2008 July 2008 Every 6 months from January 2008 Received every quarter from March Every 6 months from January 2008 1 year in July 2008

Section 1: Data Sheet

Submission Date	
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Which Objectives of the NHP Will this Project Support	
Principle Activities	
Amount Requested	
Time Frame	
Start Date	
Partner Agencies	
Principal Recipient of Funds	

Section 2: Background

2.1 Context (Please give a description of the programmatic context surrounding the request for pool funds, including any historical, legal or health related information.)

2.2 Problem Statement (What is the specific problem(s) being addressed by this request for funding?)

2.3 Solutions (What are the options for correcting the problem and strengths and weakness of each if more than one option exists?)

Section 3: Description of Activity

3. General Objective

(What is the general objective of the project and how will it resolve the problem?)

3.1 Objective 1 :

(What are the specific objectives that will serve to accomplish the general objective?)

3.1.1 Activity 1:

3.1.2 Activity 2:

3.1.3 Activity 3:

3.2 Objective 2 :

3.2.1 Activity 1:

3.2.2 Activity 2:

3.2.3 Activity 3:

3.3 Objective 3 :

3.3.1 Activity 1:

3.3.2 Activity 2:

3.3.3 Activity 3:

(Please provide electronic copies of any technical reports that have supported the development of this proposal as an annex.)

Section 4: Management

4.1 Participation:

(who are the stakeholders associated with this project and what is their level of engagement (financially, technical expertise, etc.)? Please give organization names where possible. How were beneficiaries included in the identification, design or development of the project?)

4.2 Coordination:

(What efforts have been made to ensure that stakeholders are well coordinated and committed to achieving the common goal?)

4.3 Supervision and Monitoring:

(Who will be directly responsible for implementing and supervising the implementation of this project and how will he/she be selected? What methods will be used to ensure the project carries out its intended activities and achieves its objectives? What are the specific monitoring and evaluation arrangements?)

4.5 Sustainability

(After the funds provide from the Health Sector Pool Fund have been used, how will the project continue to be sustained in the future?)

Section 5: Implementation Plan

(Please provide summary points of major activities in each phase of the project)

PHASE 1 (X months):

- Stakeholder Planning
- Etc.

PHASE 2 (X months):

PHASE 3 (X months)

Project Implementation Plan
(Delete unused rows)

3.1 Objective 1: <i>Name of objective being planned</i>		Year 1 (months)											
		<i>Indicate the period in which the activity will occur</i>											
3.1.1 Activity 1:	<i>Name of major activity being planned</i>	1	2	3	4	5	6	7	8	9	10	11	12
	3.1.1.1 <i>Any related sub-activities being planned</i>		x	x									
	3.1.1.2												
	3.1.1.3												
	3.1.2 Activity 2:												
	3.1.2.1												
	3.1.2.2												
	3.1.2.3												
	3.1.3 Activity 3:												
	3.1.3.1												
	3.1.3.2												
	3.1.3.3												
	3.1.4 Activity 4:												
	3.1.3.1												
	3.1.3.2												
	3.1.3.3												

3.2 Objective 2: As above.	Year 1
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3.3 Objective 3: As above	Year 1
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Section 6: Project Budget

POOL FUND BUDGET					
NAME OF PROJECT					
Code	Project Activity	Unit Description	Unit	Unit Cost US\$	Total US\$
	<u>Personnel Expenditure</u>				
					0
					0
					0
					0
					0
	Sub Total Personnel Expenditure		0		
	<u>Goods & Services</u>				
					0
					0
					0
					0
					0
	Sub Total Goods & Services		0		
	<u>Capital Expenditure</u>				
					0
					0
					0
					0
	Sub Total Capital Expenditure		0		
	GRAND TOTAL		0		

Annex 2: Disbursement Schedule Template

POOL FUND DISBURSEMENT SCHEDULE										
PROJECT NAME										
PROJECT PERIOD -										
Project Activity	Total US\$	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Comment
Personnel Expenditure	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$	
Sub Total Personnel Expenditure	-	-	-	-	-	-	-	-	-	
Goods & Services										
Sub Total Goods & Services	-	-	-	-	-	-	-	-	-	
Capital Expenditure										
Sub Total Capital Expenditure	-	-	-	-	-	-	-	-	-	
GRAND TOTAL	-	-	-	-	-	-	-	-	-	-

Annex 3: Pool Fund Recipient Pro Forma Invoice

Recipient Letterhead

Pro Forma Invoice

Contract No:
Project Title:
Date:
Invoice Period:
Statement No:
Submitted to:
Submitted by:

The total amount of this Pro Forma Invoice:

Category	Approved Budget	Previously Disbursed	Pro Forma Invoice Request	Balance Remaining
Personnel Expenditure	\$	\$	\$	\$
Goods & Services	\$	\$	\$	\$
Capital Expenditure	\$	\$	\$	\$
Total	\$	\$	\$	\$

The undersigned hereby certifies that this pro forma invoice has been prepared in accordance with the terms of this agreement, and to the best of my knowledge, that it is correct, and that the sum claimed is proper, due, and consistent with the agreed budget.

Title: _____ Signature: _____

Date: _____

This section is to be completed by the MOHSW:

TITLE	OFM PROGRAM MANAGER	POOL FUND MANAGER	HEALTH SERVICES
Name			
Signature			
Date			