



# Management Letter

Health System Improvement Project -P144888

For the period from 28 August 2015 to 31 December 2016

## Management Letter

1 December 2017

To: Ministry of Finance and Economy of the Republic of Albania and the Management of the Project "Health System Improvement Project".

Dear Sirs,

We have audited the special purpose financial information of the Project "Health System Improvement Project" (further referred to as the "Project") for the period from 28 August 2015 to 31 December 2016 in accordance with the International Standards on Auditing. In planning and performing our audit of this special purpose financial information, we considered the system of internal controls in order to determine our auditing procedures for the purpose of expressing our opinion on the special purpose financial information, but not for the purpose of expressing an opinion on the effectiveness of the internal controls of the Project. An audit does not include examining the operating effectiveness of the entire system of internal controls. Furthermore, we have not considered the system of internal controls since the date of our report.

Audit procedures identify certain matters related to the internal controls and their implementation which we consider as control deficiencies. These deficiencies include matters that may come to our attention, and are related to the design and implementation of internal control and, if identified, could have had an adverse effect over the Project's ability to record, process, summarize and publish financial data.

We emphasize that our internal controls examination did not result in necessarily ascertaining all matters that could represent control deficiencies as defined above.

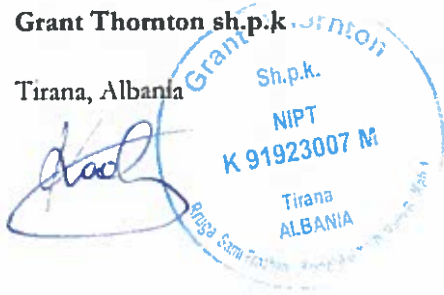
Identified matters were taken into account while determining the nature, duration and scope of procedures applied during the audit of the special purpose financial information of the Project for the period from 28 August 2015 to 31 December 2016.

The Appendix, which constitutes an integral part of this Letter, contains a description of the responsibility of the management for the creation and maintenance of the internal controls system, the purpose and limitations of that system, as well as a description of the procedures performed in the process of understanding the information system of the Project.

This report is intended solely for the information and use of the Management of the Project and is not intended to be and should not be used by anyone other than the specified parties.

**Grant Thornton sh.p.k**

Tirana, Albania



**Health System Improvement Project -P144888  
Management Letter – for the period from 28 August 2015 to 31 December 2016**

No issues have come to our attention during our audit procedures performed in relation to the Project “Health System Improvement Project” for the period from 28 August 2015 to 31 December 2016.

# Appendix

## **Management's Responsibility for, and the Objectives and Limitations of the Internal Control System**

The following comments outline management's responsibility for the internal controls system and the objectives of and inherent limitations in the internal control system are adapted from the International Standards on Auditing of the International Federation of Accountants.

### *Management's Responsibility*

Management is responsible for establishing and maintaining the internal controls system. In fulfilling this responsibility, management is required to assess the expected benefits and related costs of internal controls policies and procedures.

### *Objectives*

The objectives of an internal control system is to provide management with assurance, as far as practicable, that the assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's policies and recorded properly in order to permit the timely preparation of reliable financial information in accordance with applicable accounting principles.

### *Limitations*

Due to inherent limitations in any internal control system, errors or irregularities may occur and not be detected. Also, the projection of any evaluation of the internal control system to future periods is subject to risk that policies and procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operations of policies and procedures may deteriorate.



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Ministry of Health and Social Protection

Health System Improvement Project

(LOAN No: 8466 - AL)

Special purpose financial information for the  
period from 28 August 2015 to  
31 December 2016

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## Independent Auditor's Report

To: Ministry of Finance and Economy of Republic of Albania and the Management of the Project  
"Health System Improvement Project"

### *Opinion*

We have audited the accompanying special purpose financial information comprising the statement of sources and uses of funds, statement of withdrawal applications and the related notes of the Project "Health System Improvement Project" (further referred to as the "Project") implemented by the Ministry of Health and Social Protection and financed by the Loan Agreement No. 8466 - AL ("IBRD 8466 - AL") from the International Bank for Reconstruction and Development ("IBRD" or the "World Bank) for the period from 28 August 2015 to 31 December 2016. The special purpose financial information has been prepared by the management of the Project in accordance with policies described in notes 2 and 3 of the special purpose financial information.

In our opinion, the special purpose financial information of the Project "Health System Improvement Project" is prepared, in all material respects, in accordance with the cash receipts and disbursement basis of accounting as set out in notes 2 and 3 to the special purpose financial information.

### *Basis for Opinion*

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the special purpose financial information section of our report. We are independent of the entity in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the special purpose financial information in Albania, and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Emphasis of Matter – Basis of Accounting and Restriction on Distribution*

We draw attention to notes 2 and 3 to the special purpose financial information, which describe the basis of accounting. The special purpose financial information is prepared to provide information to Project's donors and lenders, and to Ministry of Finance and Economy of Republic of Albania and the management of the Project. As a result, the statement may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Our report is intended solely for the information and use of the Project's management, the donors and lenders, and the Ministry of Finance and Economy of Republic of Albania and it should not be further distributed without our prior written consent.

### *Responsibilities of Management and Those Charged with Governance for the Special Purpose Financial Information*

Management is responsible for preparation and fair presentation of the special purpose financial information in accordance with the basis of accounting described in notes 2 and 3; this includes determining that the cash receipts and disbursements basis of accounting is an acceptable basis for the preparation of the special purpose financial information in the circumstances, and for such internal control as management determines is necessary to enable the preparation of a special purpose financial information that is free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility for the Audit of the Special Purpose Financial Information*

Our objectives are to obtain reasonable assurance about whether the special purpose financial information as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this special purpose financial information.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the special purpose financial information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the special purpose financial information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.,
- Evaluate the overall presentation, structure and content of the special purpose financial information, including the disclosures, and whether the special purpose financial information represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Kledian Kodha, FCCA*

*Kodha*

Grant Thornton sh.p.k.

Tirana, Albania

30 November 2017



Health System Improvement Project  
 For the period from 28 August 2015 to 31 December 2016  
 (amounts expressed in EUR unless otherwise stated)

## Statement of Sources and Uses of Funds

	Note	For the period from 1 January to 31 December 16	For the period from 28 August to 31 December 2015	Cumulative from 28 August 2015 to 31 December 2016
<b>Sources of funds</b>				
IBRD funding	4	-	1,500,000	1,500,000
Interest received		120	3	123
<b>Total</b>		<b>120</b>	<b>1,500,003</b>	<b>1,500,123</b>
<b>Uses of funds</b>				
Goods	5	29,269	-	29,269
Consultancy services	6	109,905	9,249	119,154
Training	7	15,910	-	15,910
Incremental operating costs	8	7,844	1,145	8,989
Funds returned to GoA	9	92	-	92
<b>Total</b>		<b>163,020</b>	<b>10,394</b>	<b>173,414</b>
<b>(Deficit)/Surplus of receipts over disbursements</b>				
		<b>(162,900)</b>	<b>1,489,609</b>	<b>1,326,709</b>
Exchange rate differences		2,486	238	2,724
Cash at the beginning of the period	10	1,489,847	-	-
<b>Cash at the end of the period</b>	<b>10</b>	<b>1,329,433</b>	<b>1,489,847</b>	<b>1,329,433</b>

The Statement of Sources and Uses of Funds is to be read in conjunction with the notes set out on pages 3 to 8 and forming an integral part of the special purpose financial information.

The special purpose financial information of Health System Improvement Project were authorized for issue by the management of the Ministry of Health and Social Protection on 31 October 2017 and signed on its behalf by:

  
 Blerina Dudushi  
 Project Manager  
 Ministry of Health and Social Protection

  
 Daniela Gjylameti  
 Financial Specialist  
 Ministry of Health and Social Protection



**Health System Improvement Project**  
 For the period from 28 August 2015 to 31 December 2016  
 (amounts expressed in EUR unless otherwise stated)

## Statement of Withdrawal Applications

IBRD 8466 AL

No	Withdrawal application number	Date of withdrawal application	Type of Disbursement	Category 2 Goods	Category 3 Consultancy and training	Category 3 Incremental Costs	Advance Payments	Total disbursed	Total approved by donor
1	WA-1	24.11.2015	Advance	-	-	-	1,500,000	1,500,000	1,500,000
2	WA-2	16.11.2016	Documented	29,273	73,897	6,352	-	-	109,522
	<b>Total</b>			<b>29,273</b>	<b>73,897</b>	<b>6,352</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,609,522</b>

# Notes to the Special Purpose Financial Information

## 1. General Information

The Health System Improvement Project (the "Project") managed through the Ministry of Health and Social Protection of the Republic of Albania was established with the objective to contribute to: (a) improving the efficiency of care on selected hospitals in the Borrower's territory; (b) improving the management of information in the health system; and (c) increasing financial access to health services.

The Project will include the following components:

**Component 1: Improving Hospital Services (Euro 15.10 million; US\$ 18.80 million equivalent)**

This component aims to improve efficiency and quality of hospital services delivery in Albania. The component will finance the technical assistance, training, study tours, civil works, and goods to support the design and implementation of a sustainable hospital network with the appropriate infrastructure and human capital to deliver needs-based hospital services, and to strengthen autonomy and accountability for hospitals and managers. Implementation will build on the results and concepts developed under the previous Bank-supported project (HSMP).

**Sub-component 1.1:** Strengthening the Albanian Network of Hospital Services (Euro 2.72 million; US\$ 3.4 million equivalent).

**Sub-component 1.2:** Improving hospital infrastructure and the management of medical equipment (Euro 12.38 million; US\$ 15.40 million equivalent).

**Component 2:** Expanding the Health Management Information System (Euro 13.60 million; US\$ 16.95 million equivalent).

A number of complementary and interrelated subcomponents will move HMIS forward on a number of critical fronts. The component addresses the need for improved provider-based systems, focusing on the country's regional hospital sector which significantly impacts the orchestration of services across the spectrum of care. It places emphasis on strengthening referrals to/from both the primary care and tertiary care levels (QSUT). It also addresses the need to provide the hospitals with a means of adopting the new provider payment methods, which are being organized under sub-component 3.1. In addition, it addresses the need for improved automation in the country's health insurance payer, the HIF. Finally, it provides the foundational activities to support these developments, and an institutional home to support and sustain them in the long run.

## 1. General Information (continued)

**Sub-component 2.1:** HMIS/eHealth Foundational Activities and Establishing the National Health Information Center (NHIC) (Euro 2.68 million; US\$ 3.35 million equivalent).

**Sub-component 2.2:** Implementing Regional Hospital Information Systems (Euro 9.30 million; US\$ 11.60 million equivalent).

**Sub-component 2.3** Implementing a new Health Insurance Information System (HIIS) for the Health Insurance Fund (HIF) (Euro 1.62 million; US\$ 2.0 million equivalent).

**Component 3:** Improving the Health Financing System (Euro 2.40 million equivalent; US\$ 3.0 million equivalent)

This component will address improvement of technical and allocative efficiency, and will support the shift towards output-based and performance-based financing for hospitals and primary care services. It will enable the expansion of health insurance coverage particularly for the poor, and the pooling of health care resources. It will improve the policies for pharmaceuticals, which in turn will reduce high out-of-pocket expenditures on drugs and improve quality and efficiency.

**Sub-component 3.1:** Payment Reform (Euro 1.70 million; US\$ 2.10 million equivalent).

**Sub-component 3.2:** Support to the HIF for strategic purchasing, improved coverage and pharmaceutical reform (Euro 0.70 million; US\$ 0.90 million equivalent).

**Component 4:** Monitoring, Evaluation and Project Management (Euro 0.92 million equivalent; US\$ 1.15 million equivalent).

This component will support routine Project management, including fiduciary tasks and Monitoring and Evaluation (M&E). It will finance Project operating costs including translation, interpretation, equipment, supervision costs (transportation and per diem), staffing costs of the Project Coordination Unit (PCU), M&E, studies and surveys, and incremental costs for the PCU in the MoH. Since reforms of health service delivery run the risk of being misunderstood by various stakeholders affected by it, this component will support a strong communication strategy. It would aim at appropriately explaining the reform to health professionals and population at large. Monitoring the implementation of the reforms, including potential unintended consequences, will be supported under this component. Study tours are possible to countries where similar reforms are at an advanced stage of implementation and where significant results have been achieved.

The Project became effective on 28 August 2015 and will be completed on 28 February 2021.

### Project Cost and Financing

**Table 1: Project Costs by Component (In EURO million)**

Project Components	Project cost	IBRD Financing	% Financing
1. Improving Hospital Services	19.10	15.10	79
2. Expanding Health Information System	13.60	13.60	100
3. Improving the Health Financing System	2.40	2.40	100
4. M&E, and Project Management	0.92	0.92	100
<b>Total Project Costs</b>	<b>36.02</b>	<b>32.02</b>	<b>89</b>
<b>Front-and Fees</b>	<b>0.08</b>	<b>0.08</b>	<b>100</b>
<b>Total Financing Required</b>	<b>36.10</b>	<b>32.10</b>	<b>89</b>

According to the Loan Agreement the Government will finance 37 percent of all rehabilitation works under the Project.

## 1. General Information (continued)

The Project is financed from the following source:

### IBRD 8466 - AL

According to the Loan Agreement dated March 24, 2015 between GoA and IBRD, the Project is entitled to a loan of 32,100,000 Euro.

The table below sets forth the items to be financed out of the proceeds of the loan, the allocation of the amounts of the loan and the percentage of expenditures to be financed:

**Table 2: Expenditure Categories**

Category	Amount of the Loan Allocated (expressed in Euros)	Percentage of Expenditures to be financed (inclusive of Taxes)
(1) Works	6,760,000	63
(2) Goods, Non-Consulting services	18,360,000	100
(3) Consultant Services, Training and Operating Costs	6,500,000	100
(4) Front-end Fee	80,250	
(5) Unallocated	399,750	
<b>Total</b>	<b>32,100,000</b>	

The Loan will be used to finance up to 100% of expenditures consisting of goods, consultancy services, meetings and workshops and operating costs for the Project. In addition, the project management costs will be financed on 100%. Only for the Category 1 Civil Works the Bank is going to finance 63 % and the GoA ' s contribution will be 37 %.

As at 31 December 2016 Euro 1,500,000 has been disbursed from the Donor funds.

### GoA's contribution

The Government of Albania is to finance project expenses relating to Civil Works.

## 2. Basis of preparation

The special purpose financial information has been prepared in accordance with the accounting policies in note 3, under the Cash Basis of Accounting.

The special purpose financial information is presented in EUR. Euro is also functional currency of the Project being the currency in which funds are received and most of expenses are settled.

The special purpose financial information comprise the Statement of Sources and Uses of Funds, the Statement of Withdrawal Applications (and related expenditure) used as the basis for the submission of withdrawal applications and a summary of significant accounting policies and other explanatory notes.



### **3. Summary of significant accounting policies**

A summary of significant accounting policies underlying the preparation of the Project's financial statements is presented below.

#### **3.1. Foreign currency transactions**

The Project has adopted the Euro as its reporting currency for consistency with the reporting needs of its main donor, the World Bank.

Cash and bank balances in other currencies are converted into Euro at the year-end rate of exchange. Transactions in currencies other than Euro are converted to the reporting currency at the rate ruling at the date of the transaction. Foreign exchange differences are recognized in the Statement of Sources and Uses of Funds.

As at 31 December 2016, 1 Euro was equivalent to 135.23All.

#### **3.2. Cash**

Cash comprises cash on hand, demand deposits and cash equivalents. Demand deposits and cash equivalents comprise balances with banks and investments in short term money market instruments. Amounts appropriated to the Entity are deposited in the Entity's bank account and are controlled by the Entity. Receipts from exchange transactions are deposited in trading fund accounts controlled by the Entity. They are transferred to revenue at each year end.

#### **3.3. Recognition of income and expenses**

Income is recognized when received rather than when earned, and expenses are recognized when paid rather than when incurred. Accordingly, direct payments of the Project's expenses, which are made from the proceeds of the trust fund, are recognized as sources and uses of funds at the time the payment is made. The Statement of Withdrawal Applications presents only applications submitted during the year and only expenses settled through such applications. Expenses presented in the notes to the special purpose financial information include all expenses settled during the year in spite of the supporting withdrawal application period.

#### **3.4. Taxation**

The Project is exempt from income tax. The Project is liable for withholding tax and personnel income tax for its staff. The Project is liable for all VAT expenses incurred.

Health System Improvement Project  
 For the period from 28 August 2015 to 31 December 2016  
 (amounts expressed in EUR unless otherwise stated)

#### 4. IBRD funding

Funds received from IBRD funding for the period from 1 January 2016 to 31 December 2016 were composed as follows:

	Period from 1 January to 31 December 2016	Period from 28 August to 31 December 2015
Advance	-	1,500,000
<b>Total</b>	<b>-</b>	<b>1,500,000</b>

#### 5. Goods

Goods for the period from 1 January to 31 December, 2016 were composed as follows:

	Period from 1 January to 31 December 2016	Period from 28 August to 31 December 2015
IT Equipment for PCU office	13,950	-
Office furniture for PCU	11,930	-
FM Software	3,389	-
<b>Total</b>	<b>29,269</b>	<b>-</b>

#### 6. Consultancy services

The consultancy services for the period from 1 January to 31 December, 2016 were composed as follows:

	Period from 1 January to 31 December 2016	Period from 28 August to 31 December 2015
Staff salaries including the insurance paid by the staff	44,516	9,249
QSUT management assessment & preparation of ToR-s for the international management team	32,489	-
Communication campaign for hospitals' reform	23,831	-
Design of technical specifications of Supply & installation of Financial Management System Software in about 420 PHCs	9,069	-
<b>Total</b>	<b>109,905</b>	<b>9,249</b>

#### 7. Training

Training for the period from 1 January to 31 December, 2016 were composed as follows:

	Period from 1 January to 31 December 2016	Period from 28 August to 31 December 2015
Training in USA	5,633	-
Oracle Training	10,277	-
<b>Total</b>	<b>15,910</b>	<b>-</b>

Health System Improvement Project  
 For the period from 28 August 2015 to 31 December 2016  
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### 8. Incremental operating costs

Operating costs for the period from 1 January to 31 December, 2016 were composed as follows:

	Period from 1 January to 31 December 2016	Period from 28 August to 31 December 2015
Per diems of staff	1,214	-
Bank Charges/ Commissions	332	5
Services	356	-
Health and Social Insurance for staff (portion paid out of IOC funds)	4,641	1,078
Office Supplies	1,301	-
Other Incremental Cost	-	62
<b>Total Incremental Operating Costs</b>	<b>7,844</b>	<b>1,145</b>

### 9. Funds returned to GoA

Funds returned to Government of Albania (GoA) amounting to EUR 92 (2015: EUR 0) during the period from 1 January to 31 December 2016 comprise the interest income transferred to the Treasury Account of Government of Albania.

### 10. Cash at the end of the period

Cash at the end of the period as at 31 December 2016 was composed as follows:

	Period from 1 January to 31 December 2016	Period from 28 August to 31 December 2015
<b>Cash at Banks</b>		
IBRD Special Account BoA EUR	949,800	1,399,900
IBRD Credins Bank Account in ALL	79,728	89,951
IBRD Credins Bank Account in EUR	299,905	(4)
<b>Total</b>	<b>1,329,433</b>	<b>1,489,847</b>

### 11. Subsequent events

There are no other significant events that would require either adjustments or additional disclosures in the special purpose financial information.

Health System Improvement Project  
For the period from 28 August 2015 to 31 December 2016  
(amounts expressed in EUR unless otherwise stated)

## **APPENDICES**

(Loan No: 8466-AL)

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Health System Improvement Project  
Statements of Special and Project's Accounts

(Supplementary schedules to the Special purpose  
financial information)

## Appendix 1

### Supplementary Schedule of Special Account Statement

<b>Donor</b>	<b>IBRD Loan 8466-AL</b>
<b>Account No:</b>	2117653E
<b>Depository Bank</b>	Bank of Albania
<b>Address</b>	Sheshi Skenderbej, No 1, Tirana
<b>Currency</b>	EUR

	2016	2015
<b>Balance at beginning of period</b>	1,399,900	-
<b>Funds received:</b>		
Advance from IBRD	-	1,500,000
<b>Total funds received</b>	-	1,500,000
<b>Disbursements:</b>		
Funds transferred to Project Operational Account-POA in ALL	150,000	100,000
Funds transferred to Project Operational Account-POA in EUR	300,000	-
Bank Charges	100	100
<b>Total disbursements</b>	450,100	100,100
<b>Balance at end of the period</b>	949,800	1,399,900

## Appendix 2

### Supplementary Schedule of Project Operational Account Statement-Euro

<b>Donor</b>	<b>IBRD Loan 8466-AL</b>	
<b>Account No:</b>	739084	
<b>Depository Bank</b>	Credins Bank	
<b>Address</b>	Rr. Ismail Qemali Nr.4, Tiranë	
<b>Currency</b>	EUR	
	<b>2016</b>	<b>2015</b>
<b>Balance at beginning of period</b>	<b>(4)</b>	<b>-</b>
<b>Funds received:</b>		
Funds received from Special Account	300,030	-
Funds received from bank Interest	4	-
<b>Total funds received</b>	<b>300,034</b>	<b>-</b>
<b>Disbursements:</b>		
Project expenditures		
Bank charges/Bank commission	(125)	(4)
<b>Total funds disbursed</b>	<b>(125)</b>	<b>(4)</b>
<b>Balance at end of the period</b>	<b>299,905</b>	<b>(4)</b>

## Appendix 3

### Supplementary Schedule of Project Operational Account Statement-ALL

<b>Donor</b>	IBRD Loan 8466-AL	
<b>Account No:</b>	739084	
<b>Depository Bank</b>	Credins Bank	
<b>Address</b>	Rr. Ismail Qemali Nr.4, Tiranë	
<b>Currency</b>	ALL	
	<b>2016</b>	<b>2015</b>
<b>Balance at beginning of period</b>	12,348,430	-
<b>Funds received:</b>		
Funds received from Special Account	20,730,000	13,777,000
Funds received from bank Interest	16,447	452
	<u>33,094,877</u>	<u>13,777,452</u>
<b>Disbursements:</b>		
Project expenditures	(22,258,467)	(1,428,319)
Bank charges/Bank commission	(54,789)	(703)
<b>Total</b>	<u>(22,313,255)</u>	<u>(1,429,022)</u>
<b>Loss from exchange rate</b>		
<b>Balance at end of the period in ALL</b>	<u>10,781,621</u>	<u>12,348,430</u>
<b>Balance at end of the period equivalent in EUR</b>	<u>79,728</u>	<u>89,951</u>