



Health System Resiliency Strengthening (P150481)

MIDDLE EAST AND NORTH AFRICA | West Bank and Gaza | Health, Nutrition & Population Global Practice |
Special Financing | Investment Project Financing | FY 2015 | Seq No: 4 | ARCHIVED on 08-Jul-2016 | ISR23899 |

Implementing Agencies: Ministry of Health

Key Dates

Key Project Dates

Bank Approval Date:21-Jan-2015

Effectiveness Date:16-Feb-2015

Planned Mid Term Review Date:15-May-2017

Actual Mid-Term Review Date:--

Original Closing Date:30-Jun-2020

Revised Closing Date:30-Jun-2020

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project PDO is to support the Palestinian Authority in securing continuity in healthcare service delivery and building its resilience to withstand future surge in demand for effective healthcare coverage.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Component 1: Emergency and Rapid Response Window:(Cost \$2.00 M)

Component 2: Rationalizing Outside Medical Referrals:(Cost \$3.50 M)

Component 3: Supporting health coverage to strengthen sector resilience:(Cost \$2.00 M)

Component 4: Project Management and Capacity Building:(Cost \$1.00 M)

Overall Ratings

| Name | Previous Rating | Current Rating |
|--------------------------------------|-----------------|----------------|
| Progress towards achievement of PDO | ● Satisfactory | ● Satisfactory |
| Overall Implementation Progress (IP) | ● Satisfactory | ● Satisfactory |
| Overall Risk Rating | ● Substantial | ● Substantial |



Implementation Status and Key Decisions

A third implementation support mission was conducted in May 2016. The objective of the mission was to assess the overall implementation progress of the project with particular focus on the launching of the Business Process Analysis (BPA) which aims at producing the design of an Integrated Government Health Insurance Management Information System (GHI MIS), covering as well support to Insurance beneficiaries.

Overall the project is progressing well in terms of implementation schedule under the various components and is making steady progress towards achieving its development objective.

Component No. 1 Emergency and Rapid Response Window (USD 2m): the allocation of USD 2,000,000 has been fully disbursed on cleaning contracts for the hospitals in Gaza. This component helped mitigate further deterioration in health service provision while in parallel minimize the cost of Outside Medical Referrals (OMRs). By covering the cost of cleaning services and materials, the allocation helped in responding to the dire conditions faced by those hospitals with regard to sanitation and disinfection, in particular after the Gaza 2014 summer conflict.

Component 2: Rationalizing Outside Medical Referrals (USD 3.5M): The strategic purchasing and installation of equipment for the six operating rooms at the Alia Governmental Hospital in Hebron has been completed. This intervention is expected to help increase the number of medical operations carried within the public system and will lead to reductions in the number of OMRs. The Alia Hospital is the biggest service provider in the governorate, with bed capacity accounting for half of all bed capacity in 2013 and the second largest number of health workers in the West Bank. The purchase will also improve equitability in access to health care services. It will ensure that health care providers with large catchment areas such as Hebron governorate are well equipped to serve to the needs of the population. Given the significant mobility barriers undermining access to required health care services, Alia hospital will contribute to alleviating equity and access challenges associated with OMRs. To measure the impact of this achievement, the mission requested the Project Management Unit (PMU) to reflect in the upcoming semi annual report the impact of the utilization of the operating rooms on medical referrals to outside hospitals. Furthermore, the Referral Master Plan has been finalized after conducting the final round of consultations in May 2016 with all the concerned stakeholders. The next step is to get it approved by the Health Minister and then endorsed by the Cabinet. This Plan will help unite all the stakeholders working on the different components of the referrals reform. As for the design of the Business Process Analysis for an integrated Government Health Insurance Management Information System, the process has recently been launched and an assessment should be finalized in August 2016. This will help complement the efforts of the intra-health on the e-referral system.

Component 3: "Supporting Universal Health Coverage (UHC) to Strengthen Sector Resilience". A recent joint World Bank/WHO mission took place in May 2016 to: i) review the overall challenges facing the sector; ii) identify strategies and options for pursuing UHC and proposing options for reforming the current Government Health Insurance (GHI) scheme and; iii) discuss the roles and responsibilities of key stakeholders and engaging in a policy dialogue on UHC for Palestine. The mission agreed on a number of activities to be carried out of the coming few months. The project will make available the necessary resources to implement the required activities.

Component 4 "Project Management and Capacity Building (USD 1M)": Effective mid. April 2016, the MoH International Cooperation Department took over the responsibility of overseeing project implementation and management. Since then, excellent progress has taken place on the various fronts including fiduciary aspects, coordination with the various stakeholders, and careful monitoring of the implementation schedule. Going forward, extra efforts need to be exerted on the M&E aspect of the project. In addition, a health specialist and a national pricing expert need to be recruited as soon as possible to enhance the technical capacity of the PMU team. These two consultancies are expected to be on board in August 2016.



Risks

Systematic Operations Risk-rating Tool

| Risk Category | Rating at Approval | Previous Rating | Current Rating |
|--------------------------|--------------------|-----------------|----------------|
| Political and Governance | -- | ● High | ● High |



| | | | |
|--|----|---------------|---------------|
| Macroeconomic | -- | ● High | ● High |
| Sector Strategies and Policies | -- | ● High | ● High |
| Technical Design of Project or Program | -- | ● High | ● High |
| Institutional Capacity for Implementation and Sustainability | -- | ● High | ● High |
| Fiduciary | -- | ● Substantial | ● Substantial |
| Environment and Social | -- | ● Substantial | ● Substantial |
| Stakeholders | -- | ● Moderate | ● Moderate |
| Other | -- | -- | -- |
| Overall | -- | ● Substantial | ● Substantial |

Results

Project Development Objective Indicators

► The total cost of referral reduced by 15% (by end of the project) relative to baseline (Amount(USD), Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 144.00 | 138.00 | 197.00 | 120.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

► Gap in geographic equity for referral cost (between the West Bank and Gaza) reduced by 80 percent relative to baseline (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 1.7:1 | -- | 1:1.7:1 | 1.15:1 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

► Utilization rates (out-patient, emergency and obstetrics) in the hospitals of Shifa and Rafedia do not deteriorate or improve up to 10% compared to a baseline end-September, 2014 (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|---|-------------------|---|--|
| Value | Shifa occupancy: 89%, Rafedia occupancy: 85% Obstetrics Shifa: 76% Obstetrics Rafedia: 94% Outpatient Shifa: 578,646 Outpatient Rafedia: | -- | Shifa occupancy: 92%, Rafedia occupancy: 87.6% Obstetrics Shifa: 96% Obstetrics Rafedia: 81.5% | Shifa occupancy: 89%, Rafedia occupancy: 85% Obstetrics Shifa: |



| | | | | |
|------|-------------|-------------|---|--|
| | 163,262 | | Outpatient Shifa: OC= 190187, ER= 231621 Oupatient Rafedia: 168037 | 76%Obsetrics Rafedia: 94%Outpatient Shifa: 578,646Outpati ent Rafedia: 163,262 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

Overall Comments

Intermediate Results Indicators

- A consolidated Health Information System (HIS) for referrals, billing and health insurance in both West Bank and Gaza is fully operational (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-----------------|-------------------|------------------|--|
| Value | Not operational | -- | Not operational | A web-based system operational in all hospitals taking referrals |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

- HIS operational in selected hospitals (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 8.00 | 10.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

Comments
plus 4 primary health care centers



► New referral contracts negotiated with all outside providers (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 4.00 | 4.00 | 40.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

► Purchasing agency (either independent or part of the MOH) created, staffed and made operational (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0 | -- | 0 | Functional |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

► Direct project beneficiaries (Number, Core)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 0.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

▲ Female beneficiaries (Percentage, Core Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | 0.00 | 0.00 | 0.00 | 50.00 |



▲ Direct project beneficiaries (replica of the core indicator - but unit of measure percentage instead of number) (Percentage, Custom Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | 0.00 | 0.00 | 0.00 | 50.00 |

▲ Direct project beneficiaries (replica of a core indicator - but with a percentage unit of measure) (Percentage, Custom Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | -- | -- | -- | -- |

► Health facilities constructed, renovated, and/or equipped (number) (Number, Core)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 1.00 | 1.00 | 5.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

► Health personnel receiving training (number) (Number, Core)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 500.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

Comments

Training plan being developed



► Direct project beneficiaries (no) of which female (%) (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|---------------|-------------------|------------------|-------------|
| Value | Not available | -- | 0 | 50% |
| Date | 25-Jan-2015 | -- | 28-Jun-2016 | 31-Dec-2019 |

► External audit (medical and financial) (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|---------------|-------------------|------------------|-------------|
| Value | Not available | -- | see comment | Functional |
| Date | 25-Jan-2015 | -- | 28-Jun-2016 | 31-Dec-2019 |

Comments

One external audit submitted

► Grievance and Redress Mechanism (GRM) for OMRs and access to Health Care designed and fully operational by end of the project (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|---------------|-------------------|------------------|------------------|
| Value | Not available | -- | see comment | Fully functional |
| Date | 25-Jan-2015 | -- | 28-Jun-2016 | 31-Dec-2019 |

Comments

Complaints manual has been drafted

► Utilization rates (overall occupancy) in the hospitals of Shifa, Nasser Hospital and European Gaza hospital improve by up to 10% or retain the same ratio compared to a baseline end September 2014 (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|--|-------------------|--|---------------------------------|
| Value | Shifa occupancy: 89% Nasser occupancy: 74% European Gaza Hospital occupancy: 79% | -- | Shifa occupancy: 92% Nasser occupancy: 87% European Gaza Hospital occupancy: 83% | Same ratio as baseline or above |
| Date | 25-Jan-2015 | -- | 28-Jun-2016 | 31-Dec-2019 |



► Communications strategy on UHC developed and consultation workshops with stakeholders conducted to promote the concept of citizens' engagement (Text, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-----------------------------------|
| Value | 0 | -- | One workshop | At least four workshops conducted |
| Date | 25-Jan-2015 | -- | 28-Jun-2016 | 31-Dec-2019 |

Comments

One workshop was conducted in April 2016

► People with access to a basic package of health, nutrition, or reproductive health services (number) (Number, Core)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | -- | 65.00 | -- | -- |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

Comments

By mistake this was entered as a core indicator in number whereas it should be in percentage - therefore a replica was created in percentage (see below)



▲ People with access to a basic package of health, nutrition or reproductive health services (this is a replica of a core indicator - but with "percentage" as a unit of measure instead of "number" (Percentage, Custom Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | -- | -- | 81.00 | 90.00 |


► Referral protocols and procedures for the ten costliest conditions defined and rendered operational (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | -- | 2.00 | 3.00 | 10.00 |
| Date | 25-Jan-2015 | 14-Jan-2016 | 28-Jun-2016 | 31-Dec-2019 |

Overall Comments

Data on Financial Performance

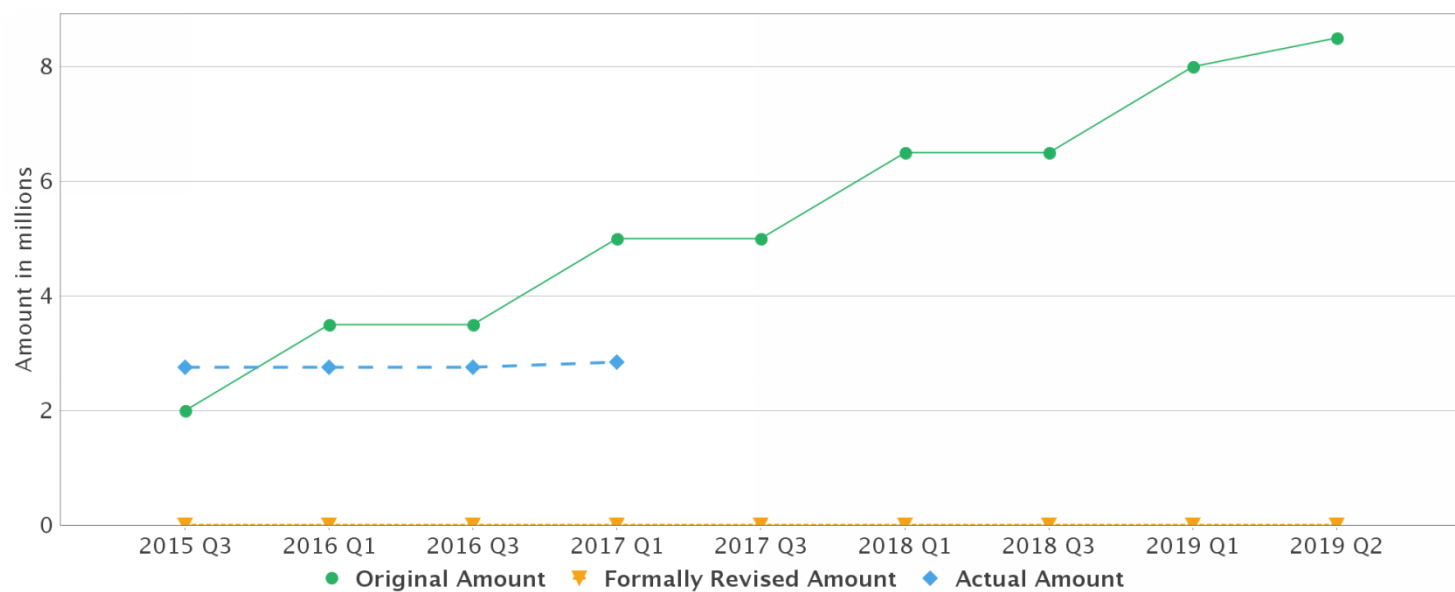
Disbursements (by loan)

| Project | Loan/Credit/TF | Status | Currency | Original | Revised | Cancelled | Disbursed | Undisbursed | Disbursed |
|---------|----------------|-----------|----------|----------|---------|-----------|-----------|-------------|---|
| P150481 | TF-18986 | Effective | USD | 8.50 | 8.50 | 0.00 | 2.84 | 5.66 |  33% |

Key Dates (by loan)

| Project | Loan/Credit/TF | Status | Approval Date | Signing Date | Effectiveness Date | Orig. Closing Date | Rev. Closing Date |
|---------|----------------|-----------|---------------|--------------|--------------------|--------------------|-------------------|
| P150481 | TF-18986 | Effective | 04-Feb-2015 | 04-Feb-2015 | 16-Feb-2015 | 30-Jun-2020 | 30-Jun-2020 |

Cumulative Disbursements



Restructuring History

Level 2 Approved on 07-Sep-2015

Related Project(s)

There are no related projects.