



Health System Resiliency Strengthening (P150481)

MIDDLE EAST AND NORTH AFRICA | West Bank and Gaza | Health, Nutrition and Population Global Practice | Special Financing | Investment Project Financing | FY 2015 | Seq No: 1 | ARCHIVED on 27-Mar-2015 | ISR18259 |

Implementing Agencies: Ministry of Health

Key Dates

Key Project Dates

Board 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 |
| Overall Implementation Progress (IP) | -- | ● Satisfactory |
| Overall Risk Rating | -- | ● High |



Implementation Status and Key Decisions

This is the initial Implementation Status and Results Report. The project was approved by the Board on January 21, 2015. The Trust Fund Grant Agreement was signed on February 4, 2015 and the project was declared effective on February 16, 2015. The Ministry of Health is currently in the process of recruiting essential staff to render the Project Implementation Unit entirely operational.

The Health System Resiliency Strengthening Project is financed through a US\$8.5 million Special Financing Grant from the Trust Fund for the West Bank and Gaza.

The Project was prepared at a critical time; the impact of the recent conflict in Gaza (July-August 2014) was particularly pronounced in the Palestinian health sector. The project addresses the urgent needs of the health sector arising from the Gaza crisis, while concurrently supporting efforts to rationalize outside medical referrals, a key driver of debt in the public sector, and support health coverage reform, to ensure financial sustainability and to strengthen the institutional capacity of the Ministry of Health to be the steward of the entire health sector.

The "Health System Resiliency Strengthening Project" was successfully launched in partnership with the Ministry of Health (MOH) and other development partners. The launch workshop which took place on February 23, 2015 was hosted by the MOH and was well attended by the various stakeholders actively engaged in the health sector, including government officials, key development partners, representatives from the key NGOs and East Jerusalem hospitals Network. This event was seen as an opportunity for all active players in the health sector to coordinate and harmonize efforts in order to support the MOH strategy towards the rationalization and sustainability of healthcare services. Additionally, the launch workshop served as a venue to disseminate the preliminary findings of the health Public Expenditure Review (PER). The PER provides a comprehensive analysis of the Palestinian health system, examining a wide range of issues from burden of disease, fiscal space available for health, technical and allocative efficiency of public health spending and health inputs. It is based on a review and analysis of available data and on interviews with key informants on the sectoral challenges facing the Palestinian territories. It focuses on how the overarching aim of "strengthening health system resilience" can be achieved through an emphasis on (i) improving health outcomes, (ii) ensuring financial sustainability, (iii) improving quality of health care services in public facilities, and (iv) strengthening sector governance. The PER provides a comprehensive set of recommendations to strengthen health system resilience. The main findings of the PER informed the design of the project.

The MOH is currently taking the lead as the implementing agency and is in the process of establishing a Project Management Unit (PMU) responsible for all aspects of project implementation ranging from technical, operational and fiduciary. The Ministry of Finance will closely coordinate efforts with this unit throughout the implementation timeline. The client ownership of the Project, demonstrated by the strong support from the highest-levels of the MOH, is particularly important in this context to mitigate inherent risks associated with implementing a project in a context of fragility and conflict.

Risks

Systematic Operations Risk-rating Tool

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



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

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 | -- | -- | 120.00 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 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 | -- | -- | 1.15:1 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 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: 163,262 | -- | -- | Shifa occupancy: 89%, Rafedia occupancy: 85% Obstetrics Shifa: 76% Obstetrics Rafedia: 94% Outpatient |



| | | | | |
|------|-------------|----|-------------|---|
| | | | | Shifa: 578,646 Outpatient Rafedia: 163,262 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 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 | -- | -- | A web-based system operational in all hospitals taking referrals |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

- HIS operational in selected hospitals (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | -- | 10.00 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

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

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | -- | 40.00 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 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 | -- | -- | Functional |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

► Direct project beneficiaries (Number, Core)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | -- | -- |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

▲ Female beneficiaries (Percentage, Core Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | -- | -- |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

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

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | -- | 20.00 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |



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

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | -- | -- | 500.00 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

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

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|---------------|-------------------|------------------|-------------|
| Value | Not available | -- | -- | 50% |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

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

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|---------------|-------------------|------------------|-------------|
| Value | Not available | -- | -- | Functional |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

► 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 | -- | -- | Fully functional |
| Date | 25-Jan-2015 | -- | -- | 31-Dec-2019 |



- 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% | -- | -- | Same ratio as baseline or above |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 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 | -- | -- | At least four workshops conducted |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

- 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 | -- | -- | -- | -- |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

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

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | -- | -- | -- | 10.00 |
| Date | 25-Jan-2015 | -- | 26-Mar-2015 | 31-Dec-2019 |

Overall Comments

Data on Financial Performance



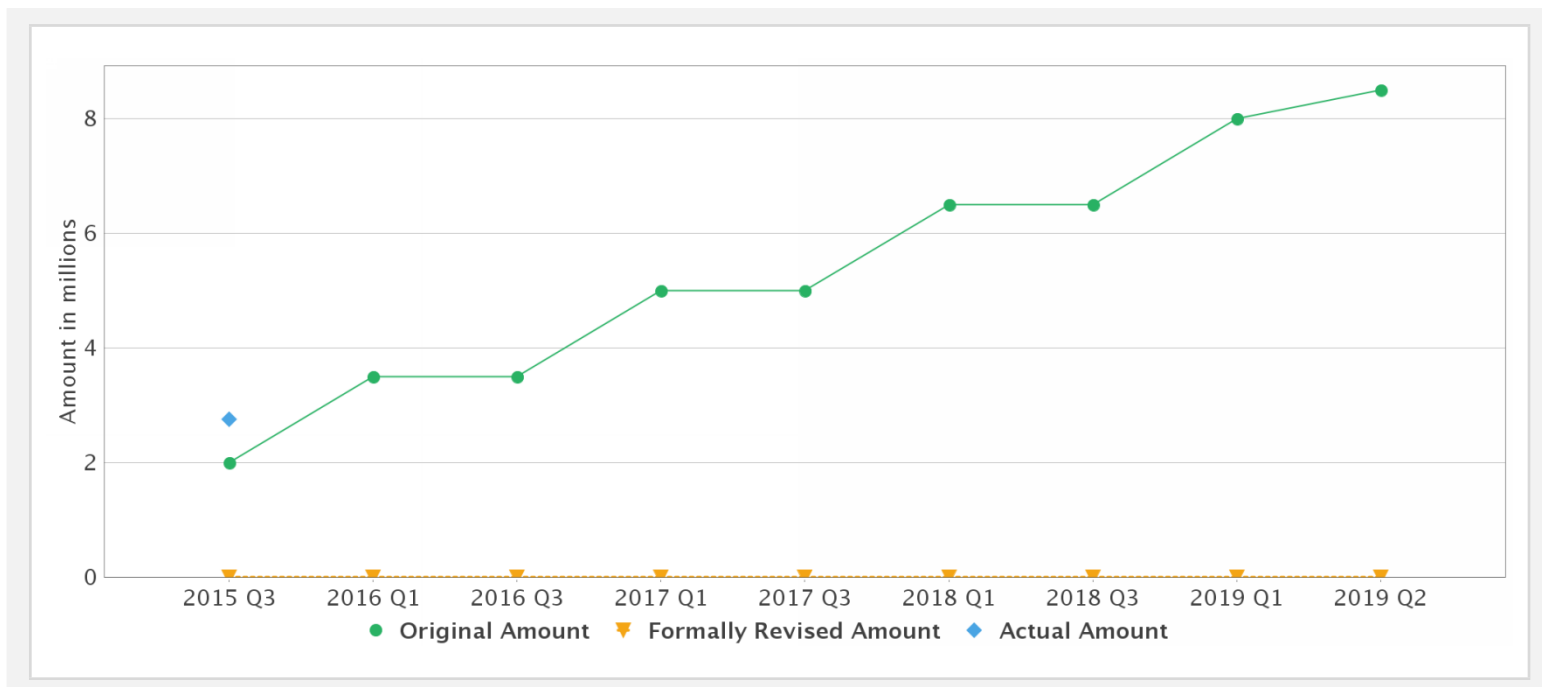
Disbursements (by loan)

| Project | Loan/Credit/TF | Status | Currency | Original | Revised | Cancelled | Disbursed | Undisbursed | Disbursed |
|---------|----------------|-----------|----------|----------|---------|-----------|-----------|-------------|-----------|
| P150481 | TF-18986 | Effective | USD | 7.25 | 7.25 | 0.00 | 2.75 | 4.50 | 38% |

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

There has been no restructuring to date.

Related Project(s)



There are no related projects.
