



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: 3 | ARCHIVED on 29-Jan-2016 | ISR21276 |

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	● High	● Substantial



Implementation Status and Key Decisions

A second implementation support mission was conducted in October 2015. The objectives of the mission were to: 1) assess the progress regarding meeting the project's fiduciary requirements as well as the functionality of the Project Management Unit; 2) review the disbursement reached under the first Component of the Project: *Emergency and Rapid Response Window*; 3) Finalize the Referral Master Plan and 4) initiate the preparation of the Health Insurance Roadmap and conduct relevant consultations with all concerned stakeholders with regard to the Universal Health Coverage.

The team held a number of important technical meetings with Ministry of Health officials, development partners and representatives of the civil society (health sector). Additional comments on the Referral Master Plan were received and the Plan is being finalized accordingly. One way of addressing the Referral issue in the Palestinian territories and as requested by the MoH is to provide a number of health facilities with highly needed equipment. One hospital serving the largest population (Hebron governorate) in West Bank was identified and equipment should be installed by March 2016. As for the third component of the Project: Supporting Health Coverage to Strengthen Sector Resilience; broad outlines were agreed upon in order to set up a roadmap for the Health Insurance in the Palestinian territories. This component is being closely coordinated with the WHO and joint efforts are closely observed to avoid duplication of work. More details under each component are provided below:

Component No. 1 Emergency and Rapid Response Window (USD 2m): the allocation of USD 2,000,000 is almost fully disbursed on cleaning contracts for the hospitals in Gaza.

Component 2: Rationalizing Outside Medical Referrals (USD 3.5M): under this component, the focus is on a) the referral Master plan and b) the Referral Information System. On the former, the plan is being reviewed and finalized to incorporate the comments of the stakeholders. On the latter, the focus will be on setting up and supporting the functions of a strategic purchasing unit (SPU) within the MoH and assisting in rationalizing contracts with outside providers. An e-Referral system that will go in parallel with the newly defined functions of the SPU is a third area of focus. Close coordination is being made with the USAID (Intrahealth) to avoid duplication of work in the referrals area.

Strategic Purchasing of Equipment to Health Facilities: As a follow up to the Ministry's request to finance the purchase of medical equipment for the Alia Public Hospital in Hebron Governorate and based on the potential impact it would have on reducing Outside Medical Referrals (OMRs), contracts have been awarded to the selected suppliers and the equipment should be installed by end of February/early March 2016.

Component 3: Supporting Health Coverage to Strengthen Sector Resilience (USD 2m): A number of activities were agreed upon including the strengthening of the SPU and enhancing its governance capacity. After extensive consultation with stakeholders and the MoH, it was agreed that the SPU will include the following key functions: 1) financial audit; 2) medical supervision and medical audit; 3) contract management and purchasing. Based on discussions with the Intrahealth and the Referrals Unit at MoH, an effective and reliable SPU organigram was proposed, guaranteeing business continuity throughout implementation.

Component No. 4 Project Management and Capacity Building (USD 1M): As of October 1, 2015, the PMU became effectively operational with all the essential team members on board. The dedication and strong leadership of the Minister have been instrumental to enhancing project implementation. An M&E Specialist is being recruited to lead the results framework related data collection and analysis.

Fiduciary aspects: The financial management review concluded that current arrangements are satisfactory. A financial auditor has been recruited and almost USD 2.75 million has been disbursed. On Procurement, total commitments presently amount to approximately USD 2,000,000. Procurement performance is rated Satisfactory.

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	--	● High	● Substantial
Environment and Social	--	● High	● Substantial
Stakeholders	--	● High	● Moderate
Other	--	--	--
Overall	--	● High	● 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	0.00	138.00	120.00
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

The actual update presents data up to September 2015

- ▶ 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.:7:1	1.15:1
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

No change on the actual indicator. This update is up to December 2015



► 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: 92%, Rafedia occupancy: 87.6% Obstetrics Shifa: 81% Obstetrics Rafedia: 81.5% Outpatient Shifa: 156496 Outpatient Rafedia: 168037	Shifa occupancy: 89%, Rafedia occupancy: 85% Obstetrics Shifa: 76% Obstetrics Rafedia: 94% Outpatient Shifa: 578,646 Outpatient Rafedia: 163,262
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

On the outpatient capacity at the Shifa hospital, there is a substantial discrepancy between the actual figure and the baseline. This is due to the fact that the baseline was provided a few months after the conflict in Gaza and hence the remarkably inflated number of visits to the hospital. Currently, the situation is back to normal and hence this important reduction in the number of visits.

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	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

The referral and billing data linking system is under preparation in the West Bank.



► HIS operational in selected hospitals (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	10.00
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	4.00	40.00
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

Four MOUs have been signed with Israeli hospitals and 2 are underway

► 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	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

This is pending the endorsement of the Referral Master Plan

► 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	02-Sep-2015	14-Jan-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	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	0.00	1.00	5.00
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

Alia Hospital in Hebron: emergency/surgical equipment have been procured and should be delivered mid-February early March 2016.



► 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	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

A training assessment for referrals, insurance, finance, hospitals, procurement and the IT departments is being prepared. Relevant training should start in the first quarter of 2016.

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not available	--	46%	50%
Date	25-Jan-2015	--	14-Jan-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	--	14-Jan-2016	31-Dec-2019

Comments

A contract has been signed with a Financial Auditor but not with a Medical Auditor yet.

► 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	--	Not yet	Fully functional
Date	25-Jan-2015	--	14-Jan-2016	31-Dec-2019

Comments



A rapid diagnostic report on GRM has been prepared by the World Bank on strengthening Complaint Handling Mechanisms in Palestine. The report identifies areas of strengths and areas for improvement in five ministries including the MoH. A follow up mission is scheduled to take place during February 2016. The PMU is now referring to this report for related information. It has also started preparing an assessment of the existing claims in the Complaints mechanism.

► 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: 76% European Gaza Hospital occupancy: 83%	Same ratio as baseline or above
Date	25-Jan-2015	--	14-Jan-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	--	In progress	At least four workshops conducted
Date	25-Jan-2015	--	14-Jan-2016	31-Dec-2019

Comments

A UHC concept paper has been drafted and includes a section on the importance of developing a communication strategy

► 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	--	0.00	65.00	90.00
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments

The total number of insured people in the West Bank amounts to 1.85 million (65%). Similar data for Gaza is in the process of being



collected.
The Unit of Measure should be a "Percentage".

▲ 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" (Number, Custom Supplement)

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

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


	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	0.00	2.00	10.00
Date	25-Jan-2015	02-Sep-2015	14-Jan-2016	31-Dec-2019

Comments
Neuroplasm and Catheters

Overall Comments

Data on Financial Performance

Disbursements (by loan)

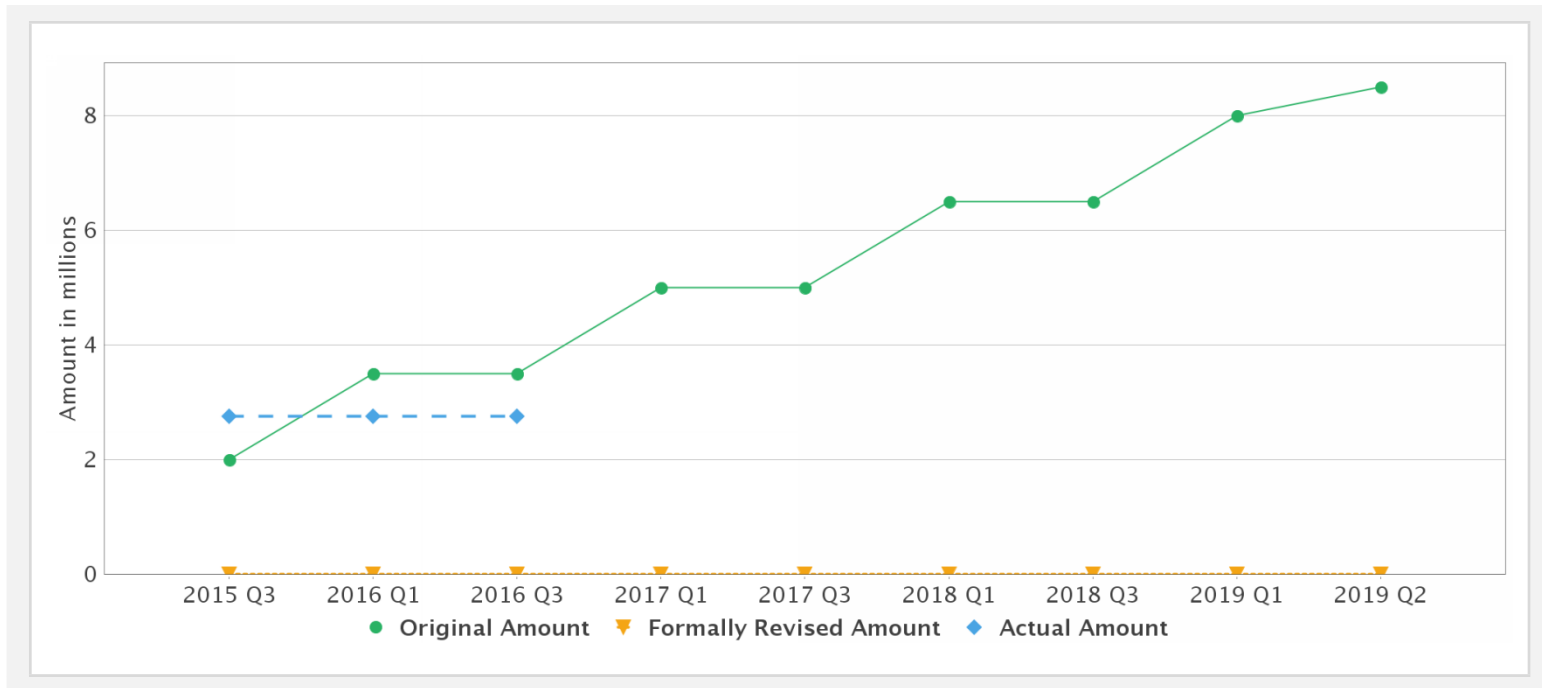
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P150481	TF-18986	Effective	USD	8.50	8.50	0.00	2.75	5.75	 32%

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.