

Morocco Health Reform Program (P179014)

MIDDLE EAST AND NORTH AFRICA | Morocco | Health, Nutrition & Population Global Practice | Requesting Unit: MNC01 | Responsible Unit: HMNHN IBRD/IDA | Program-for-Results Financing | FY 2023 | Team Leader(s): Denizhan Duran

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Program Development Objectives

Program Development Objective (from Program Appraisal Document)

To strengthen institutional capacity and governance for improved provision of quality public health services in the Program Area

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO		Satisfactory
Overall Implementation Progress (IP)		Satisfactory

Implementation Status and Key Decisions

The Morocco Health Reform Program was approved by the World Bank Board of Executive Directors on June 15, 2023. The Program is not yet declared effective pending signing of the Legal Agreement between the World Bank and the Government of Morocco. The Program development objective is to support strengthening the institutional capacity and governance for improved provision of quality public health services in the Program Area.

Data on Financial Performance

Disbursements (by loan)

P179014	IBRD-95540	Not Effective	15-Jun-2023				30-Se	ep-2028	30-Sep-2028	
Project	Loan/Credit/TF	Status	Approval Date	e Signi	ng Date	Effectiveness D	ate Orig.	Closing Date	Rev. Closing Date	
Key Dates	(by loan)									
P179014	IBRD-95540	Not Effective	USD	450.00	450.00	0.00	0.00	450.00		0%
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbur	sed

Program Action Plan

	Finalization of Program Operations Manual (POM) including: administrative and M&E procedures; E&S management,
Action Description	complaints and GRM; PAP; results and verification protocol; reports templates, fraud and corruption reporting;
-	Program area details.



Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		MHSP	Other	No later than 4 mon 7 / 15Seq no.: PROGRAM ACTION PLAN Action Description DLI# Timing Value Status Completion Measurement Finalization of Program Operations Manual (POM) including: administrative and M&E procedths from the Effective Date	Not Yet Due
Completion Measurement	POM finalized and re	ceives no-objection by	the World Bank		
Comments					

Action Description		()		nitte (TC) have been constituted a ninstituted by a report which inclu		
Source	DLI#	Responsibility	Timing	Timing Value	Status	
Technical		MHSP	Other	No later than 4 months after the Effective Date	Not Yet Due	
Completion Measurement	The SC, composed of key MHSP and other stakeholders and the TC, composed of the technical directorates and other parties have met no later than 4 months after the effective date. The SC meets regularly on annual basis and the TC meets semesterly.					
Comments						

Action Description	Capacity building in E&S management for all program focal points and stakeholders.							
Source	DLI# Responsibility Timing Timing Value Status							
Environmental and Social Systems		MHSP	Other	No later than 6 months from the Effective date	Not Yet Due			
Completion Measurement	Development and im	Development and implementation of the training plan based on the E&S Technical Manual						
Comments								



Action Description	Preparation and implementation of an E&S Technical Manual (as part of the POM) which will provide details on the actions and follow-up to be carried out by the focal points.							
Source	DLI#	DLI# Responsibility Timing Timing Value Status						
Environmental and Social Systems		MHSP	Other	No later than 4 months from the Effective Date	Not Yet Due			
Completion Measurement	The environmental ar	The environmental and social technical manual, including good E&S practices, validated by the World Bank.						
Comments								

Action Description	Development of new GRM for ESSP rehabilitation works, including grievances from personnel and contractors							
Source	DLI#	DLI# Responsibility Timing Timing Value Status						
Environmental and Social Systems		MHSP	Other	No later than 4 months from the Effective Date	Not Yet Due			
Completion Measurement	GRM developed and	GRM developed and available for personnel and contractors						
Comments								

Action Description	Appointment of environmental and social (including gender) focal points at regions at MSPS							
Source	DLI#	LI# Responsibility Timing Timing Value Status						
Environmental and Social Systems		MSPS/GST	Other	No later than four months year after the Effective date	Not Yet Due			
Completion Measurement	Designation letters of	f focal points within MS	PS					
Comments								

Action Description	Evaluation of the management of liquid effluents of ESSP: Diagnosis of the liquid effluent management system at ESSP in order to identify ESSP that require an improvement of their liquid sanitation system.							
Source	DLI#	DLI# Responsibility Timing Timing Value Status						
Environmental and Social Systems		MHSP	Other	No later than 1 year from the Effective Date	Not Yet Due			
Completion Measurement	Evaluation of the man	nagement of liquid efflue	nts from healthcare cer	ters				
Comments								

Action Description	Development and im	Development and implementation of the training plan on the Environmental and Social Good Practice Guide						
Source	DLI#	Responsibility	Timing	Timing Value	Status			



Environmental and Social Systems		MHSP	Other	No later than 6 months from the Effective Date	Not Yet Due		
Completion Measurement	- Training plan develo	 Training module developed Training plan developped Reports on the training carried out 					
Comments							

Action Description	Development of a Communication Plan and Engagement with Stakeholders						
Source	DLI#	Responsibility	Timing	Timing Value	Status		
Environmental and Social Systems		MHSP	Other	No later than 6 months from the Effective date	Not Yet Due		
Completion Measurement		Development of a plan to identify the key stakeholders involved to strengthen and sustain their engagement throughout the implementation of the program					
Comments							

Action Description	Appointment of environmental and social (including gender) focal points at regions at GST						
Source	DLI# Responsibility Timing Timing Value Status						
Environmental and Social Systems		MSPS	Other	No later than one year after the Effective date	Not Yet Due		
Completion Measurement	Designation letters of focal points within GST/regions						
Comments							

Action Description	Preparation of regional medical and pharmaceutical waste management plans					
Source	DLI# Responsibility Timing Timing Value Status					
Environmental and Social Systems		MHSP/GST	Other	No later than 2 years from the Effective Date	Not Yet Due	
Completion Measurement	Medical and pharmaceutical waste management plans covering the regions targeted by the Program					
Comments						

Action Description	Ensure that procurement plans are prepared and implemented in accordance with the existing regulations						
Source	DLI#	DLI# Responsibility Timing Timing Value Status					
Fiduciary Systems		DPRF/DEM/DAMPS/ GST	Recurrent	Continuous	Not Yet Due		



Completion Measurement	Annual Procurement plans are published no later than the end of Q1 of the fiscal year and are implemented in accordance with the existing regulations .
Comments	

Action Description	Develop and implement a program to enhance capacity-building on the new procurement decree.						
Source	DLI# Responsibility Timing Timing Value Status						
Fiduciary Systems		TGR	Due Date	01-Jan-2024	Not Yet Due		
Completion Measurement	A capacity strengthening program on the new procurement decree is prepared and implemented by TGR						
Comments							

Action Description	Include in the bidding documents an eligibility check clause						
Source	DLI# Responsibility Timing Timing Value Status						
Fiduciary Systems		MSPS/GST	Other	Continious	Not Yet Due		
Completion Measurement	0,	An eligibility check clause included in the bidding documents and implementing agencies are required to ensure that any person or entity debarred or suspended by the Bank is not awarded a contract under the Program					
Comments							

Action Description	Follow up on audits recommendations of the Porgram						
Source	DLI# Responsibility Timing Timing Value Status						
Fiduciary Systems		DPRF and IGM	Recurrent	Continuous	Not Yet Due		
Completion Measurement	Number of audit reco	Number of audit recommendations implemented and timely reported in the Program activity reports					
Comments							

Action Description	Set up the internal audit unit in accordance with the regulations in force (new decree)						
Source	DLI#	Responsibility	Timing	Timing Value	Status		
Fiduciary Systems		MEF/DPRF	Other	Date of publication of the decree	Not Yet Due		
Completion Measurement		Application of the decree and operationalization of the internal audit unit within the ministry (internal audit unit with its staff; management tools of the function put in place; number of internal audit mission reports; allocated budget etc.)					
Comments							



Action Description	Implement a semi-annual reporting mechanism including (i)Public Procurement: Tenders and procurement-related complaints; and (ii) Financial Management						
Source	DLI#	DLI# Responsibility Timing Timing Value Status					
Fiduciary Systems		DEM/DPRF/DAMPS/ GST	Recurrent	Semi-Annually	Not Yet Due		
Completion Measurement	A reporting is done th	A reporting is done through the minutes of technical committees, on a semi-annual basis					
Comments							

Action Description	Develop in the program operations manual (POM), the tools and procedures for collection, consolidation, reporting, on fraud and corruption and identify the responsible entity.					
Source	DLI# Responsibility Timing Timing Value Status					
Fiduciary Systems		DPRF/IGM	Recurrent	Semi-Annually	Not Yet Due	
Completion Measurement	Number of cases of fraud and corruption systematically reported in Program activity reports					
Comments						

Action Description	Strengthen coordination between implementing entities and develop tools for collecting budget execution and accounting data at the level of each implementing entity and capacity building actions						
Source	DLI#	DLI# Responsibility Timing Timing Value Status					
Fiduciary Systems		DPRF	Other	Six months following the Effective Date	Not Yet Due		
Completion Measurement	Financial and budgetary information is included in the half-yearly activity report and is considered to be acceptable and audited financial statements prepared and submitted on time						
Comments							

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	Moderate		Moderate
Macroeconomic	Substantial		Substantial
Sector Strategies and Policies	Substantial		Substantial
Technical Design of Project or Program	Moderate		Moderate
Institutional Capacity for Implementation and Sustainability	Substantial		Substantial



 Substantial
 Substantial
 Substantial
 Substantial

Results

PDO Indicators by Objectives / Outcomes

Strengthened organization	onal and institutional capacity for health	system governance		
Strengthened institut	tional capacity through the new deconc	entrated governance sys	stem (Text, Custom)	
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Legal framework for the establishment of territorial health groups (GST) established through publication of Framework Law 06-22. Training programs for relevant staff do not include the current decentralization arrangements.			100 percent of GST in Program area have established a regional health map
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	responsibilities. • This indic executive board, organogra medical program and the h institutionalizing decentraliz implies a substantial need t serving as the first step for incentivizes the developme	ator/DLI incentivizes the am, and status of person ealth map. Evidence froi zed arrangements, and t to strengthen the capaci personnel to be able to ant and implementation c ementing interventions v	f a comprehensive training	ement inputs, such as tools, such as the regional es challenges in nplementation. This also
	tivation and competence of human reso ationalized to define health worker entitle		he quality of service deliver	y (Text, Custom)
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	The distribution of human resources across regions and provinces is not equitable, and some provinces do not have sufficient staffing of doctors, nurses and technical health staff			100 percent of GST in Program area have increased their human resource capacity by 50 percent with respect to identified gaps in 2023 to ensure an equitable distribution, particularly

				at the level of under- resourced provinces
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	being critically under-resol hard-to-reach areas or to in the design of a new payme workforce, encouraging de coefficients of medical proo force through a gender len and performance into the p the know/do gap and to wo leveraging information from	arced; there are no financia mprove their performance. ent modality, will allow to im ployment in under-resource cedures by regions, includi s. • The DLI will incentivize bayment of health workers, ork in hard-to-reach areas, in the climate health vulnera ure bringing services close rel, therefore resulting in a	I incentives for health wo The operationalization of aprove the motivation and ed regions and provinces ing incorporating condition the integration of well-de with the intention of moti including areas most vulr ability assessment to iden r to the population, with in	through a system of his of distributions of the labor efined measures on quality vating health workers to close herable to climate change, tify climate vulnerable increased availability of health
rengthened and reorganized	health services			
Quality of care at public host	spitals and public PHC facilities	evaluated and improved (T	ext, Custom)	
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Development of quality standards and ongoing quality evaluation of public hospitals.			100 percent of GST in Program area have produced a quality evaluation report and adopted a quality improvement plan for public hospitals and public PHC facilities
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	GST level, starting with the development and adoption will focus on the developm	udes a phased approach for establishment of a quality of quality evaluation tools ent and adoption of a quali	or the institutionalization of assessment structure at for public PHC facilities. ty evaluation and improve	of quality evaluations at the
► Availability of essential hea	Ith service package at public PF	IC facilities (Text, Custom)		
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	72% of public PHC facilities in Program area have essential health service package			90% of public PHC facilities in Program area have essential health service package
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	the public PHC facility. A s PHCs (considered as chief essential health services p structural quality of health of medical equipment to er	urvey was conducted by the health district or circle) in ackage at the PHC level. T facilities, including the avait bable effective screening at communicable diseases. T	e MSPS among a purpos the Program area, to ass his survey captured a rar lability of staff, availability nd treatment of maternal	ess the availability of the nge of elements pertaining to of medicines, and availabilit

Intermediate Results Indicators by Results Areas



Strengthened organization	onal and institutional capacity for heal	th system governance		
► Exchange and coord	lination platforms organized between	central and regional entitie	es (Text, Custom)	
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Communication focal points at the regional health directorate level, informal communication networks between the regions and the central level			100 percent of GST in Program area have published a report on key discussion areas from the platform and have integrated suggestions emerging from the exchange and coordination platform
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	sector reform, it is essent the responsiveness of the systematic platform to fac	ial to institutionalize knowl health system. • This Indi	icator/DLI incentivizes the in hich will provide a crucial p	nation platforms to improve mplementation of a
Improved patient sat	tisfaction (Text, Custom)			
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No systematized tracking of patient satisfaction			15 percentage point increase compared to baseline established in year 2
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	feedback from patients. T this context, this indicator	here is currently no syster measures the establishm	natized modality to regularleent of a standardized proce	am, it is essential to track the y track patient feedback. In ss to measure patient ccessful implementation of

Improved availability, motivation and competence of human resources for health

► Update of training curricula for nurses and health technicians to reflect the health system redesign program, with the incorporation of rights to health and gender, including GBV (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Training curricula not updated to reflect the health system redesign program with the integration of rights to health and gender			100% of GST in Program area have implemented the updated in-service training curricula for nurses and technical staff
Date	15-Mar-2023		12-Sep-2023	30-Jun-2028
Comments	service delivery, definition payments for health work conditions, such as chron	n of pathways, increased auto ers. In addition, there is a rer	phomy and accountability newed focus on various pr jender-based violence sur	iority epidemiological vivors. This necessitates an



will contribute to improved quality of service delivery. This indicator captures the updates to these training curricula as well as their implementation for pre-service training at ISPITS, and in-service training at the GST level, with the incorporation of rights to health and gender, including gender-based violence.

► Improved training capacity f	or ISPITS (Number, Custom)			
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	7,500.00		7,500.00	11,600.00
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	expansion in capacity wil	and Social Protection develop I be supported by the DLI, wh es from ISPITS from a baseli	nich includes annual cum	ulative end targets of 11,600

Strengthened and reorganized health services

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	A study was conducted to assess epidemiological surveillance capabilities	· · · · · · · · · · · · · · · · · · ·		100 percent of GST in Program area published epidemiological bulletins based on approved revised surveillance regulations
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
Comments	climate change become m surveillance capacity. • Th process to strengthen sur followed by the adoption a year, and the update and change adaptation and wi	nore imminent; MHSP is in his indicator/DLI incentivizive ind validation of the struct adoption of regulations in Il include the inclusion of the	the process of restructuring the government to imple with the definition of a road ure of the epidemiological the third year. This indicate climate change related dise	ment this restructuring dmap in the first year, surveillance in the second pr/DLI has a focus on climate ases in the updated list of
► Strengthening of the	notifiable diseases in the f bulletins based on new re governance and organization of preve	gulations.	-	GSTs publish epidemiologica pothyroidism (Text, Custom)
► Strengthening of the	bulletins based on new re-	gulations. entive health services for a	screening for congenital hy	pothyroidism (Text, Custom)
Strengthening of the Value	bulletins based on new re governance and organization of preve	gulations.	-	
	bulletins based on new re governance and organization of preve Baseline Screening for congenital hypothyroidism available in 56 percent of GST/regions in Program	gulations. entive health services for a	screening for congenital hy	pothyroidism (Text, Custom) End Target Screening for congenital hypothyroidism available in 100 percent of GST/regions in

	Baseline	Actual (Previous)	Actual (Current)	End Target
'alue	70% of GST in Program area use the maternal death surveillance system			50% of GST in Program area have completed maternal and neonatal death audit reports
Date	15-Mar-2023		12-Sep-2023	30-Sep-2028
comments	surveillance, audit, and re Indicator incentivizes the a integration of neonatal dea	sponse system is critical accelerated scale-up of th ath audit in the second ar	es to remain high, and mate to decrease the number of a e maternal surveillance sys id third years, and the deve tal deaths in the fourth and	avoidable deaths. • This tem in the first year, the lopment and implementation
 Percentage of pre 	gnant women in Program area who have	e completed 4 antenatal c	are visits (Text, Custom)	
	Baseline	Actual (Previous)	Actual (Current)	End Target
′alue	Rural: 38.5% (2018) Urban: 65.6% (2018)			Rural: 47% Urban: 70%
ate	15-Mar-2023		12-Sep-2023	30-Sep-2028
omments	women living in urban and	I rural areas, which is a ke care services at the PHC	erage of the required four a ey health indicator for mater c level, and the health syste	rnal health. Most women e
□Percentage of pr	regnant women in Program area who hav	ve completed 4 antenatal	care visits in rural areas (Te	ext, Custom Supplement)
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	38.50			47.00
□Percentage of pr	regnant women in Program area who hav	ve completed 4 antenatal	care visits in urban areas (Text, Custom Supplement
	Baseline	Actual (Previous)	Actual (Current)	End Target

Disbursement Linked Indicators

► DLI 1 Strengthened in	stitutional capacity through the ne	w deconcentrated governan	ce system (Process, 75,000	0,000.00, 0%)
	Baseline	Actual (Previous)	Actual (Current)	2028
Value	Legal framework for the establishment of territorial health groups (GST) established through publication of Framework Law 06-22. Training programs for relevant staff do not include the current			100 percent of GST in Program area have established a regional health map



payments

decentralization arrangements.		
	 12-Sep-2023	

12-Sep-2023

Comments

Date

DLI 2 Health financing sys 0%)	stem reformed to reflect the cor	ntext of the reform and improv	ve quality of service delivery (Output, 28,875,000.00,
	Baseline	Actual (Previous)	Actual (Current)	2028
Value	Public hospitals constitute 10 percent of Mandatory Health Insurance third party			70 percent of GST budgets in Program area are from AMO

Date --Comments

payments

► DLI 3 Improved content, quality, accessibility, and use of health data (Output, 37,500,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	2028
Value	Integrated and digitalized health information system deployed at hospitals, and deployment began in PHC centers			Publication of an annual health sector report in Program area on health programs with an emphasis on quality indicators
Date			12-Sep-2023	
Comments				

► DLI 4 Exchange and coordination platforms organized between central and regional entities (Output, 30,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	2028
Value	Communication focal points at the regional health directorate level, informal communication networks between the regions and the central level			100 percent of GST in Program area have published a report on key discussion areas from the platform and have incorporated suggestions from the exchange and coordination platform
Date			12-Sep-2023	
Comments				

	Baseline	Actual (Previous)	Actual (Current)	2028
Value	The distribution of human resources across regions and provinces is not equitable, and some provinces do not have sufficient staffing of doctors, nurses and technical health staff			100 percent of GST in Program area have increased their human resource capacity by 50% relative to the gap identified in 2023 to ensure equitable distribution, particularly for understaffed provinces
Date			12-Sep-2023	

►DLI 6 Improved training capacity at ISPITS (Output, 45,000,000.00, 0%)					
	Baseline	Actual (Previous)	Actual (Current)	2028	
Value	7,500.00		7,500.00	11,600.00	
Date			12-Sep-2023		
Comments					

► DLI 7 Number of public PHC facilities in Program area rehabilitated to comply with energy and thermal efficiency standards to address climate vulnerabilities (Output, 75,000,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	2028
Value	0.00		0.00	395.00
Date			12-Sep-2023	
Comments				

► DLI 8 Quality of care at public hospitals and public PHC facilities evaluated and improved (Process, 45,000,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	2028
Value	Development of quality standards and ongoing quality evaluation of public hospitals			100 percent of GST in Program area have produced a quality evaluation report and adopted a quality improvement plan for public hospitals



Date

Comments

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				and public PHC facilities
Date			12-Sep-2023	
Comments				
► DLI 9 Strengthened epic	demiological surveillance capaci	ty including for climate change	e related health issues (Output	, 67,500,000.00, 0%)
	Baseline	Actual (Previous)	Actual (Current)	2028
Value	A study was conducted to assess epidemiological surveillance capabilities			100 percent of GST in Program area published epidemiological bulletins based on approved revised surveillance regulations

12-Sep-2023