



## Morocco Health Reform Program (P179014)

MIDDLE EAST AND NORTH AFRICA | Morocco | Health, Nutrition & Population Global Practice | Requesting Unit: MNC01 (392) | Responsible Unit: HMNHN (9320)  
IBRD/IDA | Program-for-Results Financing | FY 2023 | Team Leader(s): Ellen Van De Poel, Ilhame Ouansafi

Seq No: 4 | Archived on 20-Jun-2025 | ISR03974 | Created by: Ellen Van De Poel on 21-Apr-2025 | Modified by: Ellen Van De Poel on 17-Jun-2025

### 1. PROJECT DEVELOPMENT OBJECTIVE

#### 1.1 Development Objective

Original Development Objective (Approved as part of Approval package on 15-Jun-2023)

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

### 2. OVERALL RATINGS

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

### 3. KEY ISSUES & STATUS

#### 3.1 Implementation Status and Key Decisions

The World Bank team evaluates the overall implementation of the Program as moderately satisfactory, a change from the satisfactory level observed during the previous mission. This evaluation is attributed to factors such as the gradual progress in implementing the health system overhaul, particularly in relation to GSTs, the HAS and the digitalization of the health system, which has implications on other areas like human resources management and quality of care. The team did observe that the health reform remains a priority with strong political commitment, and the recent initiation of the GST pilot project region may facilitate the acceleration of several activities. The upcoming supervision mission in fall 2025 will offer an opportunity to review this acceleration, reassess strategic priorities, and evaluate any significant changes in direction that might necessitate future restructuring of the Program. Concurrently, the team anticipates that a substantial number of results for 2024 and 2025 could be achieved soon and plans to collaborate closely with the government to advance their progress.



#### 4. DATA ON FINANCIAL PERFORMANCE

##### 4.1 Disbursements (by loan)

Loan/Credit/TF	Status	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
IBRD-95540	Effective	450.00	450.00	0.00	111.54	336.38	24.90%

##### 4.2 Key Dates (by loan)

Loan/Credit/TF	Status	Approval	Signing	Effectiveness	Orig. Closing	Rev. Closing
IBRD-95540	Effective	15-Jun-2023	30-Oct-2023	08-Jan-2024	30-Sep-2028	30-Sep-2028

##### 4.3 Program Action Plan

Action Description	Finalization of Program Operations Manual (POM) including: administrative and M&E procedures; E&S management, 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	NA	MHSP	Other	No later than 4 mon 7 / 15Seq no.: PROGRAM ACTION PLAN Action Description DLI# Timing Timing Value Status Completion Measurement Finalization of Program Operations Manual (POM) including: administrative and M&E procedths from the Effective Date	Completed
Completion Measurement	POM finalized and receives no-objection by the World Bank				
Comments	The POM was finalized and received no objection.				

Action Description	The Steering committee (SC) annually and the Technical committe (TC) have been constituted and met to monitor Program implementation progress, and each meeting has been instituted by a report which includes the activities for the following year.				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical	NA	MHSP	Other	No later than 4 months after the Effective Date	Completed
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	The first steering committee meeting was held on May 6, 2024, and the first technical committee meeting on September 24, 2024.				

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	NA	MHSP	Other	No later than 6 months from the Effective date	In Progress
Completion Measurement	Development and implementation of the training plan based on the E&S Technical Manual				
Comments	National level focal points have been trained. Plan being developed for training of the regional focal points.				

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#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	NA	MHSP	Other	No later than 4 months from the Effective Date	Completed
Completion Measurement	The environmental and social technical manual, including good E&S practices, validated by the World Bank.				
Comments	The environmental section of the E&S manual has been finalized and cleared by the Bank				

Action Description	Development of new GRM for ESSP rehabilitation works, including grievances from personnel and contractors				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	NA	MHSP	Other	No later than 4 months from the Effective Date	In Progress
Completion Measurement	GRM developed and available for personnel and contractors				
Comments	The Bank-funded technical assistance has been carried out. The final deliverable (GRM manual) has been completed. The E&S focal points are agreeing on next steps to start implementation of priority actions.				

Action Description	Appointment of environmental and social (including gender) focal points at regions at MSPS				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	NA	MSPS/GST	Other	No later than four months year after the Effective date	Completed



Completion Measurement	Designation letters of focal points within MSPS
Comments	Focal points at the national level and regional level have been appointed.

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#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	NA	MHSP	Other	No later than 1 year from the Effective Date	In Progress
Completion Measurement	Evaluation of the management of liquid effluents from healthcare centers				
Comments	The assessment of liquid effluent management, initially with DELM, and the development of regional plans for medical and pharmaceutical waste management, planned with DHSA, are now being conducted jointly by the two directorates with support from WB.				

Action Description	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	NA	MHSP	Other	No later than 6 months from the Effective Date	In Progress
Completion Measurement	<ul style="list-style-type: none"> <li>- Training module developed</li> <li>- Training plan developed</li> <li>- Reports on the training carried out</li> </ul>				
Comments	In progress.				

Action Description	Development of a Communication Plan and Engagement with Stakeholders				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	NA	MHSP	Other	No later than 6 months from the Effective date	Delayed
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	It was agreed during the mission that the communication plan should cover all activities related to the reform, not just the E&S activities. DPRF will follow up with DivCom to prepare a summary of ongoing communication efforts with stakeholders.
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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	NA	MSPS	Other	No later than one year after the Effective date	Completed
Completion Measurement	Designation letters of focal points within GST/regions				
Comments	Regional focal points have been appointed.				

Action Description	Preparation of regional medical and pharmaceutical waste management plans				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems	NA	MHSP/GST	Other	No later than 2 years from the Effective Date	In Progress
Completion Measurement	Medical and pharmaceutical waste management plans covering the regions targeted by the Program				
Comments	The assessment of liquid effluent management, initially with DELM, and the development of regional plans for medical and pharmaceutical waste management, planned with DHSA, are now being conducted jointly by the two directorates with support from WB.				

Action Description	Ensure that procurement plans are prepared and implemented in accordance with the existing regulations				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems	NA	DPRF/DEM/DAMPS/GST	Recurrent	Continuous	In Progress
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	Progress report confirms adherence.				

Action Description	Develop and implement a program to enhance capacity-building on the new procurement decree.				
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Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems	NA	TGR	Due Date	01-Jan-2024	Completed
Completion Measurement	A capacity strengthening program on the new procurement decree is prepared and implemented by TGR				
Comments	All staff within the relevant department trained. Training prepared for the staff of other departments within the MSPS.				

Action Description	Include in the bidding documents an eligibility check clause				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems	NA	MSPS/GST	Other	Continuous	Delayed
Completion Measurement	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	No progress report with evidence on this action has been submitted yet.				

Action Description	Follow up on audits recommendations of the Porgram				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems	NA	DPRF and IGM	Recurrent	Continuous	Not Yet Due
Completion Measurement	Number of audit recommendations implemented and timely reported in the Program activity reports				
Comments	The first audit report is due on Sep 30 2025.				

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	NA	MEF/DPRF	Other	Date of publication of the decree	Dropped
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	The government does not want to set up this unit anymore.				

Action Description	Implement a semi-annual reporting mechanism including (i) Public Procurement: Tenders and procurement-related complaints; and (ii) Financial Management				
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Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems	NA	DEM/DPRF/DAMPS/GST	Recurrent	Semi-Annually	Delayed
Completion Measurement	A reporting is done through the minutes of technical committees, on a semi-annual basis				
Comments	No progress report with evidence on this action has been submitted yet.				

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	NA	DPRF/IGM	Recurrent	Semi-Annually	Delayed
Completion Measurement	Number of cases of fraud and corruption systematically reported in Program activity reports				
Comments	No progress report with evidence on this action has been submitted yet.				

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#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems	NA	DPRF	Other	Six months following the Effective Date	Delayed
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	No progress report with evidence on this action has been submitted yet.				

## 5. KEY DATES

Key Events	Planned	Actual
Approval	15-Jun-2023	15-Jun-2023
Effectiveness	08-Jan-2024	08-Jan-2024



Mid-Term Review No. 01	14-May-2026
Operation Closing/Cancellation	30-Sep-2028

## 6. SYSTEMATIC OPERATIONS RISK-RATING TOOL

Risk Category	Rating at Approval Approval Package - 15 Jun 2023	Last Approved Rating ISR Seq. 03 - 19 Nov 2024	Proposed Rating
Political and Governance	● Moderate	● Moderate	● Moderate
Macroeconomic	● Substantial	● Substantial	● Substantial
Sector Strategies and Policies	● Substantial	● Substantial	● Substantial
Technical Design of Project or Program	● Moderate	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	● Substantial	● Substantial	● Substantial
Fiduciary	● Substantial	● Substantial	● Substantial
Environment and Social	● Substantial	● Substantial	● Moderate
Stakeholders	● Substantial	● Substantial	● Substantial
Overall	● Substantial	● Substantial	● Substantial



## 7. RESULTS

### 7.1 PDO Indicators by PDO Outcomes

Strengthened organizational and institutional capacity for health system governance								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Strengthened institutional capacity through the new deconcentrated governance system (Text)	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.	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	100 percent of GST in Program area have established a regional health map	Sep/2028
	Comments on achieving targets	The GSTs have not been officially created. The appointment of the DGs by royal Dahir is pending.  A pilot project for the GST will be launched in the Tanger-Tetouan-Al Hoceima region, with						



		its director already appointed. This pilot will serve as a model for learning and adaptation before nationwide implementation. As a result, the four conditions required under RLD 1.1 appear achievable for the pilot GST in the near future, although there is still no visibility for the other GSTs.						
<b>Improved availability, motivation and competence of human resources for health</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Health service operationalized to define health worker entitlements and to improve the quality of service delivery (Text)	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	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	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	Sep/2028
	Comments on achieving targets		No details on the implementation of the incentive scheme have been announced yet. The proposed legal text is submitted to the SGG.					



		The training capacity of the Higher Institutes of Nursing and Health Techniques (ISPITS) has been expanded for an improved availability. However, no details have yet been announced regarding the implementation of the incentive scheme.						
<b>Strengthened and reorganized health services</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Quality of care at public hospitals and public PHC facilities evaluated and improved (Text)	Development of quality standards and ongoing quality evaluation of public hospitals.	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	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	Sep/2028
	Comments on achieving targets		The DHSA is working on accreditation standard for public PHC facilities. Implementation however requires the HAS and GSTs to be operational.					
Availability of essential health service package at public PHC facilities (Text)	72% of public PHC facilities in Program area have essential health service package	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	90% of public PHC facilities in Program area have essential	Sep/2028



							health service package	
	Comments on achieving targets		The ministry of health is examining the possibility of conducting a survey on the availability of essential health service package at public PHC facilities					

### 7.2 Intermediate Results Indicators by Results Areas

Strengthened organizational and institutional capacity for health system governance								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Exchange and coordination platforms organized between central and regional entities (Text)	Communication focal points at the regional health directorate level, informal communication networks between the regions and the central level	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	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	Sep/2028



	Comments on achieving targets		Discussions ongoing with DivCom on technical assistance provided by the WB on the development of this platform.					
Improved patient satisfaction (Text)	No systematized tracking of patient satisfaction	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	15 percentage point increase compared to baseline established in year 2	Sep/2028
	Comments on achieving targets		Discussions ongoing with DivCom and DIM on how to collect this indicator.					
<b>Improved availability, motivation and competence of human resources for health</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
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)	Training curricula not updated to reflect the health system redesign program with the integration of rights to health and gender	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	100% of GST in Program area have implemented the updated in-service training curricula for nurses and technical staff	Jun/2028
	Comments on achieving targets		The 2025 interim target concerns the integration of human rights and gender aspects, including GBV, into training programs. To this end, the World Bank has established a partnership with the WHO to provide the MSPS with technical assistance in capacity building to improve the care of survivors of gender-based violence. A tripartite MSPS-WHO-WB meeting was held on March 13 to discuss this component and define the next steps. The					



			DRH mentioned that educational standards could not be revised and that it would not be possible to add a module specific to gender and GBV, but rather to restructure the existing ones to reflect the current epidemiological context and integrate the dimensions of human rights, gender, and gender-based violence. A report of this meeting was shared with the DPRF, and the World Bank has begun recruiting a consultant to support this component with the DP and the HRD.					
Improved training capacity for ISPITS (Number)	7,500.00	Mar/2023	7,500.00	31-Oct-2024	7,500.00	31-Oct-2024	11,600.00	Sep/2028
	Comments on achieving targets		Target met.					
<b>Strengthened and reorganized health services</b>								
Indicator Name	Baseline		Actual (Previous)		Actual (Current)		Closing Period	
	Value	Month/Year	Value	Date	Value	Date	Value	Month/Year
Strengthened epidemiological surveillance capacity including for climate change related health issues (Text)	A study was conducted to assess epidemiological surveillance capabilities	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	100 percent of GST in Program area published epidemiological bulletins based on approved revised surveillance regulations	Sep/2028
	Comments on achieving targets		Study has been done. Adoption of action points requires GST to be in place. Bank will provide TA on how to integrate the private sector.					
Strengthening of the governance and organization of preventive health services for screening for congenital hypothyroidism (Text)	Screening for congenital hypothyroidism available in 56 percent of	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	Screening for congenital hypothyroidism available in 100 percent of	Sep/2028



	GST/regions in Program area						GST/regions in Program area	
	Comments on achieving targets		Target should be met.					
Maternal and neonatal death surveillance, audit, and response system scaled up (Text)	70% of GST in Program area use the maternal death surveillance system	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	50% of GST in Program area have completed maternal and neonatal death audit reports	Sep/2028
	Comments on achieving targets		Target achieved.					
Percentage of pregnant women in Program area who have completed 4 antenatal care visits (Text)	Rural: 38.5% (2018)Urban: 65.6% (2018)	Mar/2023	---	31-Oct-2024	---	31-Oct-2024	Rural: 47%Urban: 70%	Sep/2028
	Comments on achieving targets		This data requires the household survey to be conducted. Implementation is starting, results will only be available towards end of 2025.					
Percentage of pregnant women in Program area who have completed 4 antenatal care visits in rural areas (Text)	38.50		---		---		47	
	Comments on achieving targets		results will only be available towards end of 2025.					
Percentage of pregnant women in Program area who have completed 4 antenatal	65.60		---		---		70	
	Comments on achieving targets		results will only be available towards end of 2025.					



care visits in urban areas (Text)		
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**7.3 Disbursement Linked Indicators (DLI)**

PBC Name		Baseline	Actual (Previous)		Actual (Current)		Closing Period
			Value	Date	Value	Date	
1:Strengthened institutional capacity through the new deconcentrated governance system (Text) Off-track	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.	---	12-Sep-2023	---	12-Sep-2023	100 percent of GST in Program area have established a regional health map
	Allocated Amount	0.00			0.00		7,500,000.00
DLI allocation			75,000,000.00				
2:Health financing system reformed to reflect the context	Value	Public hospitals constitute 10 percent of Mandatory Health	---	12-Sep-2023	---	12-Sep-2023	70 percent of GST budgets in Program area are



of the reform and improve quality of service delivery (Text) Partially achieved		Insurance third party payments					from AMO payments
	Allocated Amount	0.00			0.00		7,500,000.00
DLI allocation			28,875,000.00				
3:Improved content, quality, accessibility, and use of health data (Text) Off-track	Value	Integrated and digitalized health information system deployed at hospitals, and deployment began in PHC centers	---	12-Sep-2023	---	12-Sep-2023	Publication of an annual health sector report in Program area on health programs with an emphasis on quality indicators
	Allocated Amount	0.00			0.00		6,000,000.00
DLI allocation			37,500,000.00				
4:Exchange and coordination platforms organized between central and regional entities (Text) Not Due	Value	Communication focal points at the regional health directorate level, informal communication networks between the regions and the central level	---	12-Sep-2023	---	12-Sep-2023	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



	Allocated Amount	0.00			0.00		7,500,000.00
DLI allocation			30,000,000.00				
5:Health service operationalized to define health worker entitlements and to improve the quality of service delivery (Text) Not Due	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	---	12-Sep-2023	---	12-Sep-2023	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
	Allocated Amount	0.00			0.00		12,000,000.00
DLI allocation			45,000,000.00				
6:Improved training capacity at ISPITS (Number) Achieved	Value	7,500.00	7,500.00	12-Sep-2023	7,500.00	12-Sep-2023	11,600.00
	Allocated Amount	0.00			0.00		7,500,000.00
DLI allocation			45,000,000.00				
7:Number of public PHC facilities in Program area	Value	0.00	0.00	12-Sep-2023	100	12-Sep-2023	395.00
	Allocated Amount	0.00			0.00		0.00



rehabilitated to comply with energy and thermal efficiency standards to address climate vulnerabilities (Number) Achieved							
DLI allocation			75,000,000.00				
8:Quality of care at public hospitals and public PHC facilities evaluated and improved (Text) Not Due	Value	Development of quality standards and ongoing quality evaluation of public hospitals	---	12-Sep-2023	---	12-Sep-2023	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
	Allocated Amount	0.00			0.00		13,500,000.00
DLI allocation			45,000,000.00				
9:Strengthened epidemiological surveillance capacity including for climate change	Value	A study was conducted to assess epidemiological surveillance capabilities	---	12-Sep-2023	---	12-Sep-2023	100 percent of GST in Program area published epidemiological bulletins based on



related health issues (Text) Partially achieved						approved revised surveillance regulations
	Allocated Amount	0.00			0.00	20,250,000.00
DLI allocation		67,500,000.00				