



## 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: 13 | ARCHIVED on 22-Mar-2019 | ISR36152 |

Implementing Agencies: Ministry of Health, Ministry of Finance, World Health Organization, USAID/Intrahealth Project

### 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: 17-Jul-2017

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	● Moderately Satisfactory	● Moderately Unsatisfactory
Overall Implementation Progress (IP)	● Moderately Satisfactory	● Moderately Unsatisfactory
Overall Risk Rating	● Substantial	● High

### Implementation Status and Key Decisions

Overall the Health System Resiliency Strengthening project has made progress, and more than half of resources have been disbursed (USD 4.9 Million out of a total of USD 8.5 Million – 58%). However, the growth rate of Outside Medical Referral expenditures has shown an unexpected hike over the past three years due to a combination of factors including lack of harmonized standards, repressed demand, and hikes in prices by providers. Despite strong implementation support, the implementation of activities to strengthen the Services Purchasing Unit (SPU) at the Ministry of Health (MOH) has continued to lag. The ratings for progress toward achievement of the PDO and overall implementation have been downgraded to “Moderately Unsatisfactory”.

### Component 1: Emergency and Rapid Response Window

All the funds were disbursed to finance non-medical expenditures to operate and maintain the MOH facilities in the Gaza strips. The World Bank team, together with the MOH, is closely monitoring service delivery and access to care in Gaza, specifically the possible disruption of health care service delivery. This is due to the increasing number of casualties and lack of basic commodities (such as electricity and medicines).

### Component 2: Rationalizing Outside Medical Referrals

The project supports the MOH to improve operational and technical capacity of the SPU, which manages medical referrals within and/or outside of Palestinian Territory.

Despite continuous implementation support from the World Bank team, implementation of the activities to strengthen the SPU functions continue to be delayed. Thus, the MOH and the World Bank team decided to focus on prioritized activities to improve the MOH capacity to effectively harness the growth of expenditures from outside medical referrals. The World Bank team is closely working with the SPU to stay on track for agreed activities and their implementation.

### Component 3: Supporting Health Coverage to Strengthen Sector Resilience

The Palestinian National Institute of Public Health (an implementing agency contracted by the MOH) has made progress on each sub-component, namely health financing, human resources for health and family health practice. The World Bank team is closely monitoring the progress of the implementation and providing necessary technical guidance. Based on an assessment of the implementation progress, the World Bank would recommend modifications to sub-components activities as necessary.

## 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	● High

## Results

### PDO Indicators by Objectives / Outcomes

#### Project Development Objectives

- Utilization rates (out-patient, emergency and obstetrics) in the hospitals of Shifa, Rafedia and Alia Hospital 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: 94.6%, Rafedia occupancy: 95.77%; Alia occupancy: 141.2% Obstetrics Shifa:154% Obstetrics Rafedia: 85.3% Obstetrics Alia: 127% Outpatient Shifa: OC= 174,900, ER= 281,849 Outpatient Rafedia: 61,434 Outpatient Alia: OC=104,655, ER=99,902	Shifa occupancy: 89%, Rafedia occupancy: 85%, Alia occupancy: 136% Obstetrics Shifa: 76% - Obstetrics Rafedia: 94% - Obstetrics Alia: 105% Outpatient Shifa: 578,646 - Outpatient Rafedia: 163,262 - Outpatient Alia: 102046
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
▶Average annual growth of total expenditure in OMRs of a four-year period lower than the proposed baseline which is the period 2012-2015 (<13.19%) (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	13.19%	--	13.19%	<13.19%
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	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	--	1.7:1	1:15:1
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019

### Overall Comments

Actual data of indicators are currently being reassessed. Updated data would be available in the next Implementation Status Report.

### Intermediate Results Indicators by Components

Intermediate Results				
▶Utilization rates (outpatient, emergency, and obstetrics) in the hospitals of Shifa, Rafedia and Alia do not deteriorate or improve by up to 10% compared to a baseline end September 2014 (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Shifa occupancy:89% - Nasser occupancy: 74%	--	Shifa occupancy: 94.6%	Same ratio as baseline or improve up to 10%



	European Gaza Hospital: 79%		Nasser occupancy: 122%		European Gaza Hospital occupancy: 94%
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019	
<b>►Referral protocols and procedures for the ten costliest conditions defined and rendered operational (Number, Custom)</b>					
	Baseline	Actual (Previous)	Actual (Current)	End Target	
Value	0.00	5.00	8.00	10.00	
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019	
<b>►A consolidated Government Health Information System (HIS) for referrals and health insurance is operational (Text, Custom)</b>					
	Baseline	Actual (Previous)	Actual (Current)	End Target	
Value	0.00	--	not operational	A web-based system operational in all hospitals taking referrals	
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019	
<b>►HIS operational in selected hospitals (Number, Custom)</b>					
	Baseline	Actual (Previous)	Actual (Current)	End Target	
Value	0.00	8.00	12.00	10.00	
Date	25-Jan-2015	05-Jun-2018	26-Feb-2019	31-Dec-2019	
Comments:	Achieved as of December 2018.				
<b>►Health facilities constructed, renovated, and/or equipped (number) (Number, Custom)</b>					
	Baseline	Actual (Previous)	Actual (Current)	End Target	
Value	0.00	2.00	2.00	2.00	
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019	
Comments:	Achieved as of June 2018.				
<b>▲Direct project beneficiaries (no), of which female (%) (Percentage, Custom Supplement)</b>					
	Baseline	Actual (Previous)	Actual (Current)	End Target	
Value	0.00	53.00	45.50	53.00	
<b>►New referral contracts/ MOUs negotiated with all outside providers (Text, Custom)</b>					
	Baseline	Actual (Previous)	Actual (Current)	End Target	
Value	0.00	--	16.00	30.00	



Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
<b>►Purchasing agency (either independent or part of the MOH) created, staffed and made operational (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	Functional	Functional
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
Comments:	Achieved as of December 2018.			
<b>►People with access to a basic package of health, nutrition or reproductive health services (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	80.00	90.00	90.00	90.00
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
<b>▲Direct project beneficiaries (no), of which female (%) (Percentage, Custom Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	45.00	50.00	50.00
Date	25-Jan-2015	05-Jun-2018	26-Feb-2019	31-Dec-2019
<b>►External audit (medical and financial) (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not available	--	Financial audit report for 2017 has been cleared and approved by the Ministry of Finance and Planning. Medical audit for referrals at the SPU were conducted by medical auditors and case managers as of December 2018.	Functional
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
<b>►Health personnel receiving training (number) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	510.00	635.00	500.00
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
Comments:	Achieved as of December 2018			
<b>►Grievance and Redress Mechanism (GRM) for OMRs and access to Health Care designed and fully operational by end of the project (Text, Custom)</b>				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not available	--	As of December 2018, a patient can document a complaint on the complaint website which is a part of the MOH website. The MOH reports the number of received complaints to Annual Complaint Report, which is published by the General Secretariat of the Council of Ministers, General Directorate of Complaints.	Fully functional
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
<b>►Communciation strategy on UHC developed and consultation workshops conducted to promote the concept of citizens' engagement (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	As of December 2018, Communication Strategy was developed, following by consultation workshops with key MOH departments (referral, insurance, complaint, media and public relations)	One consultation workshop conducted
Date	25-Jan-2015	15-Oct-2018	26-Feb-2019	31-Dec-2019
Comments:	Achieved as of December 2018.			
<b>►People who have received essential health, nutrition, and population (HNP) services (Number, Corporate)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	175,554.00	175,554.00	526,662.00
Date	01-Jan-2017	31-Dec-2017	31-Dec-2017	31-Dec-2019
<b>▲Number of children immunized (Number, Corporate Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	138,116.00	138,116.00	414,348.00
Date	01-Jan-2017	31-Dec-2017	31-Dec-2017	31-Dec-2019
<b>▲Number of deliveries attended by skilled health personnel (Number, Corporate Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	37,438.00	37,438.00	112,314.00



Date	01-Jan-2017	31-Dec-2017	31-Dec-2017	31-Dec-2019
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**Overall Comments**

Actual data of indicators are currently being reassessed. Updated data would be available in the next Implementation Status Report.

**Data on Financial Performance**

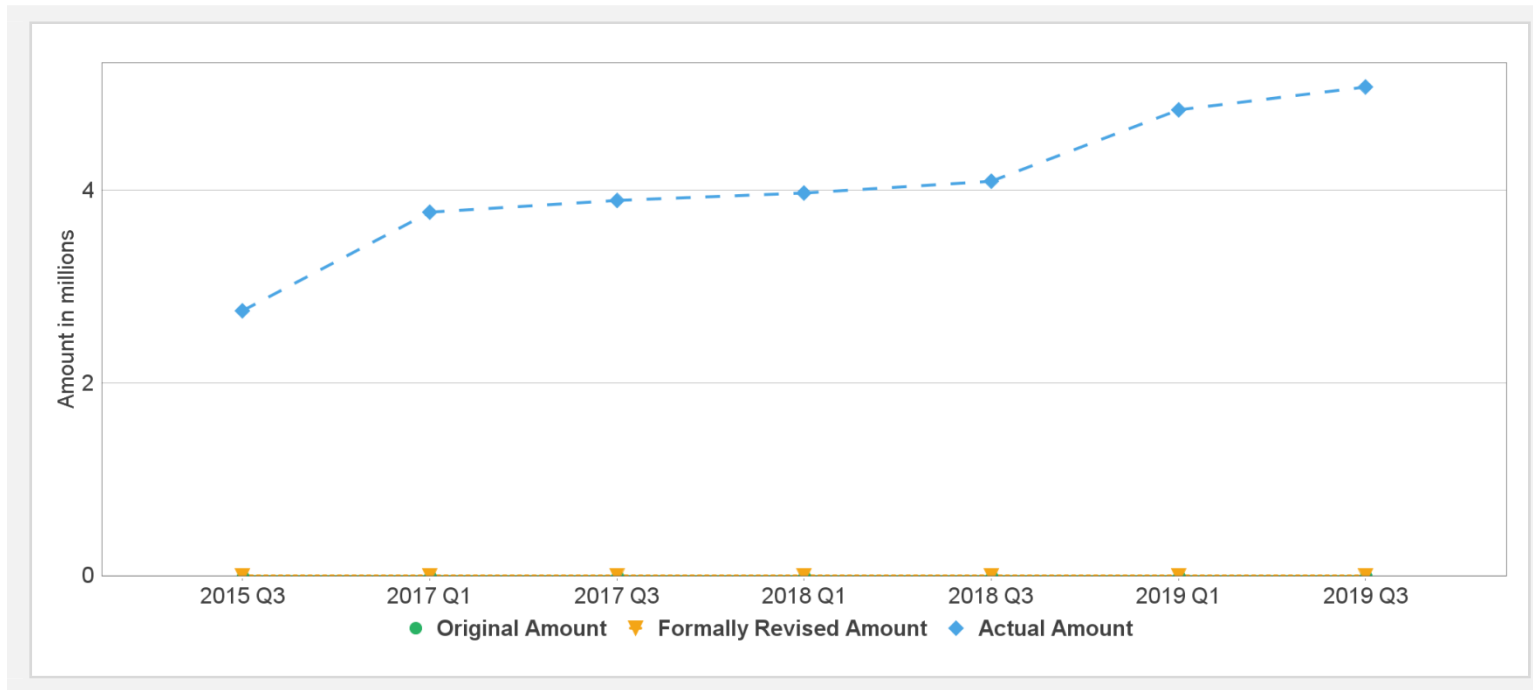
**Disbursements (by loan)**

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P150481	TF-18986	Effective	USD	8.50	8.50	0.00	5.07	3.43	60%

**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 ,Level 2 Approved on 17-Jan-2018

## Related Project(s)

There are no related projects.

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