



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: 15 | ARCHIVED on 18-Mar-2020 | ISR40911 |

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: 31-Dec-2021

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 Table

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	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Implementation Progress (IP)	<input type="checkbox"/> Moderately Satisfactory	<input type="checkbox"/> Moderately Satisfactory
Overall Risk Rating	<input type="checkbox"/> Substantial	<input type="checkbox"/> Substantial

Implementation Status and Key Decisions

The Health System Resiliency Strengthening project continues to make progress. To date, 65% of the US\$ 8.5 Million has been disbursed, with full disbursement under Component 1. The Ministry of Health (MOH) has accelerated implementation of critical activities under Component 2. This is expected to result in better monitoring and harnessing of the growth rate of expenditures from OMRs. Upon MOH's request, the project was restructured in January 2020 to extend the project's closing date from June 30, 2020 to December 31, 2021 to allow the completion of key ongoing activities. With the recent COVID 19 outbreak, and upon the request of MOH, an amount of US\$ 800,000 was reallocated to support the Ministry combat the outbreak. Furthermore, a new emergency operation in the amount of US\$ 5 million is currently being prepared to help the Palestinian



Authority contain the outbreak. Due to the current circumstances and the Ministry's condensed efforts in fighting COVID-19, project implementation may experience some delay.

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	--	Substantial	Substantial
Technical Design of Project or Program	--	Substantial	Substantial
Institutional Capacity for Implementation and Sustainability	--	High	High
Fiduciary	--	Substantial	Substantial
Environment and Social	--	Substantial	Substantial
Stakeholders	--	Moderate	Moderate
Other	--	--	--
Overall	--	Substantial	Substantial

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: 180,000 Outpatient Rafedia: 60,000	Shifa occupancy: 149.8%, Rafedia occupancy: 103.0%; Alia occupancy: 144.8% Obstetrics Shifa: 95.5% Obstetrics Rafedia: 92.2% Obstetrics Alia: 123.6% Outpatient Shifa: OPD = 71,518, ER = 88,179 Outpatient Rafedia: OPD = 30,281, ER = 49,424	Shifa occupancy: 89% Rafedia occupancy: 99.3% Alia occupancy: 137.7% Obstetrics Shifa: 94% Obstetrics Rafedia: 97% Obstetrics Alia: 130.2% Outpatient Shifa: OPD = 224,329, ER = 274,762	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: 102,046



		Outpatient Alia: OPD = 45,682, ER = 46,193	Oupatient Rafedia: OPD = 67,280, ER = 98,393 Outpatient Alia: OPD = 101,292 ER = 106,014	
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
Comments:	<p>Based on the project's assessment, baseline for numbers of outpatient department visits at Shifa and Rafidia hospitals need to be modified as follows: Shifa OPD: 180,000 - Current baseline (547,121 included all outpatient department visits for all hospitals in Gaza, not only Shifa hospital in 2014). Rafidia OPD: 60,000 - Current baseline (163,262 included both cases from the outpatient and emergency medicine departments at Rafidia in 2014). These baseline are now captured in this ISR following the restructuring. Based on 2018 data, utilization at above departments at Shifa and Rafidia hospitals exceeded the accurate baseline.</p>			
<p>► Average annual growth of total expenditure in OMRs of a three-year period lower than the proposed baseline which is the period 2013-2015 (<16.59%) (Text, Custom)</p>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	16.59%	14.0%	14.0%	<16.59%
Date	01-Dec-2019	21-Aug-2019	13-Mar-2020	31-Dec-2021
Comments:	<p>The indicator is partially achieved. The final audited bill for the year 2019 is still not fully audited and will be ready in first quarter of 2020. Based on the provisional data of the year 2020, there is a reduction of 7.21% in the expenditure on referrals compared to the year 2018. As for the average annual growth of a four-year period between 2016 and 2019, it will be 5.53%, which is lower than the baseline which is <13.19%, which means that the target is in the process of being achieved.</p>			
<p>► Gap in geographic equity for referral cost (between the West Bank and Gaza) reduced by 80 percent relative to baseline (Text, Custom)</p>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	1.7:1	1.7:1	1.45:1	1.15:1
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021

Intermediate Results Indicators by Components

Component One: Emergency and Rapid Response Window				
<p>► 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)</p>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Shifa occupancy:89% - Nasser occupancy: 74% European Gaza Hospital: 79%	Shifa occupancy: 149.8% Nasser occupancy: 99.7% European Gaza Hospital occupancy: 89.8%	Shifa occupancy: 89% Nasser occupancy: 97.1% European Gaza Hospital occupancy: 80.4%	Same ratio as baseline or improve up to 10%



Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
Comments:	Achieved as of June 2019			

Component Two: Rationalizing Outside Medical Referrals

► 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	8.00	8.00	10.00
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
Comments:	2 more protocols to be prepared; the SPU identified pediatric surgery and radiotherapy as priority topics.			

► A consolidated Government Health Information System (HIS) for referrals and health insurance is operational (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	Partially operational	Partially operational	A web-based system operational in all hospitals taking referrals
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021

► HIS operational in selected hospitals (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	12.00	12.00	10.00
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
Comments:	The 13 hospitals that have Avicenna HIS system are Jenin, Watani, Tulkarem, Tubas, Jericho, Qalqilia, Hebron, Yatta, Salfet, Beit Jala, Rafidia, PMC and recently Hugo Chavez Ophthalmic hospital. The only MOH hospital that does not have HIS is Al Muhtaseb hospital due to the old infrastructure of the building. The mental hospital in Bethlehem has HIS only in the laboratory department in order to keep data on patients' files confidential.			

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	2.00
Date	25-Jan-2015	26-Feb-2019	13-Mar-2020	31-Dec-2021
Comments:	Achieved as of December 2018.			

Direct project beneficiaries (no), of which female (%) (Percentage, Custom Supplement)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	45.50	45.50	53.00
► Ten certified infection preventionists and ten quality improvement practitioners by the Health Care Accreditation Council who will develop infection control plans and implement IP protocols (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Zero	Zero	Zero	10 Certified Infection Preventionists 10 Quality Improvement Practitioners
Date	19-Dec-2019	31-Dec-2021	13-Mar-2020	31-Dec-2021
Comments:	More information will be available by the next reporting period.			
► Reduction in Device Associated Infections to 11/1000 catheter or ventilator day (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	19/1000 catheter or ventilator day	19/1000 catheter or ventilator day	19/1000 catheter or ventilator day	11/1000 catheter or ventilator day
Date	19-Dec-2019	19-Dec-2019	13-Mar-2020	31-Dec-2021
Comments:	More information will be available by the next reporting period.			
► Reduction in surgical site infection to 6% (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	12%	12%	12%	6%
Date	19-Dec-2019	19-Dec-2019	13-Mar-2020	31-Dec-2021
Comments:	More information will be available by the next reporting period.			

Component 3: Supporting Health Coverage to Strengthen Sector Resilience

► New referral contracts/ MOUs negotiated with all outside providers (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	21.00	21.00	30.00
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021

► Purchasing agency (either independent or part of the MOH) created, staffed and made operational (Text, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	Functional	Functional	Functional
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
Comments:	Achieved as of August 2018.			
► People with access to a basic package of health, nutrition or reproductive health services (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	80.00	90.00	90.00	90.00
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
□ Direct project beneficiaries (no), of which female (%) (Percentage, Custom Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	62.00	62.00	50.00
Date	25-Jan-2015	21-Aug-2019	13-Mar-2020	31-Dec-2021
► The Electronic Health Record for Adult, Child, Vaccination and NCD is functional and generates data in the pilot PHC facilities where service delivery is based on the family practice approach (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not functional yet	Not functional yet	Not functional yet	Functional in 5 health directorates (3 in the West Bank and 2 in Gaza)
Date	19-Dec-2019	19-Dec-2019	13-Mar-2020	31-Dec-2021
Comments:	More information will be available by the next reporting period.			
► People who have received essential health, nutrition, and population (HNP) services (Number, Corporate)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	175,554.00	421,329.00	526,662.00
Date	01-Jan-2017	31-Dec-2017	13-Mar-2020	31-Dec-2021
□ Number of children immunized (Number, Corporate Breakdown)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	138,116.00	216,715.00	414,348.00
Date	01-Jan-2017	31-Dec-2017	13-Mar-2020	31-Dec-2021
□ Number of deliveries attended by skilled health personnel (Number, Corporate Breakdown)				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	37,438.00	79,160.00	112,314.00
Date	01-Jan-2017	31-Dec-2017	13-Mar-2020	31-Dec-2021

Project Management and Capacity Building

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not available	Achieved as of June 2019	Functional	Functional
Date	25-Jan-2015	21-Aug-2019	21-Aug-2019	31-Dec-2021
Comments:	Financial audit of project for the year 2018 performed by Talal Abu Ghazaleh Co. and audit report was cleared by the Bank. Financial audit report for the year 2019 is expected in 2020. Medical auditing is performed by medical auditors recently hired at the SPU and the original staff at the SPU.			

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

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	700.00	700.00	500.00
Date	25-Jan-2015	21-Aug-2019	21-Aug-2019	31-Dec-2021
Comments:	Achieved as of December 2018			

► 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	Achieved as of June 2019	Functional	Fully functional
Date	25-Jan-2015	21-Aug-2019	21-Aug-2019	31-Dec-2021
Comments:	Achieved as of June 2019. The project supported the complaint unit at the MOH with the printing of GRM manual, complaint forms and posters with training on them. There is an electronic system http://cs.pmo.gov.ps through the prime minister's office or through a link from the MOH website where patients can submit complaints. The MOH is referred to in the yearly report of the General Secretariat of the Council of Ministers, General Directorate of Complaints.			

► Communication strategy on UHC developed and consultation workshops conducted to promote the concept of citizens' engagement (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
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Value	0.00	Partially achieved. Implementation takes place in 2019.	Partially achieved.	One consultation workshop conducted
Date	25-Jan-2015	21-Aug-2019	21-Aug-2019	31-Dec-2021
Comments:	<p>One workshop was conducted during the preparation of the communication strategy + several meetings with the target MOH units</p> <p>Two workshops and several meetings were conducted for the 3 target MOH units with the contracted company (Sky Advertising) in the participation of the Media Unit during the preparation of materials for the strategy implementation.</p> <p>Full achievement is expected during 2020 through the launch of a campaign including posters, stickers, magnetics, radio spots, video motion and social media messages</p>			

Data on Financial Performance

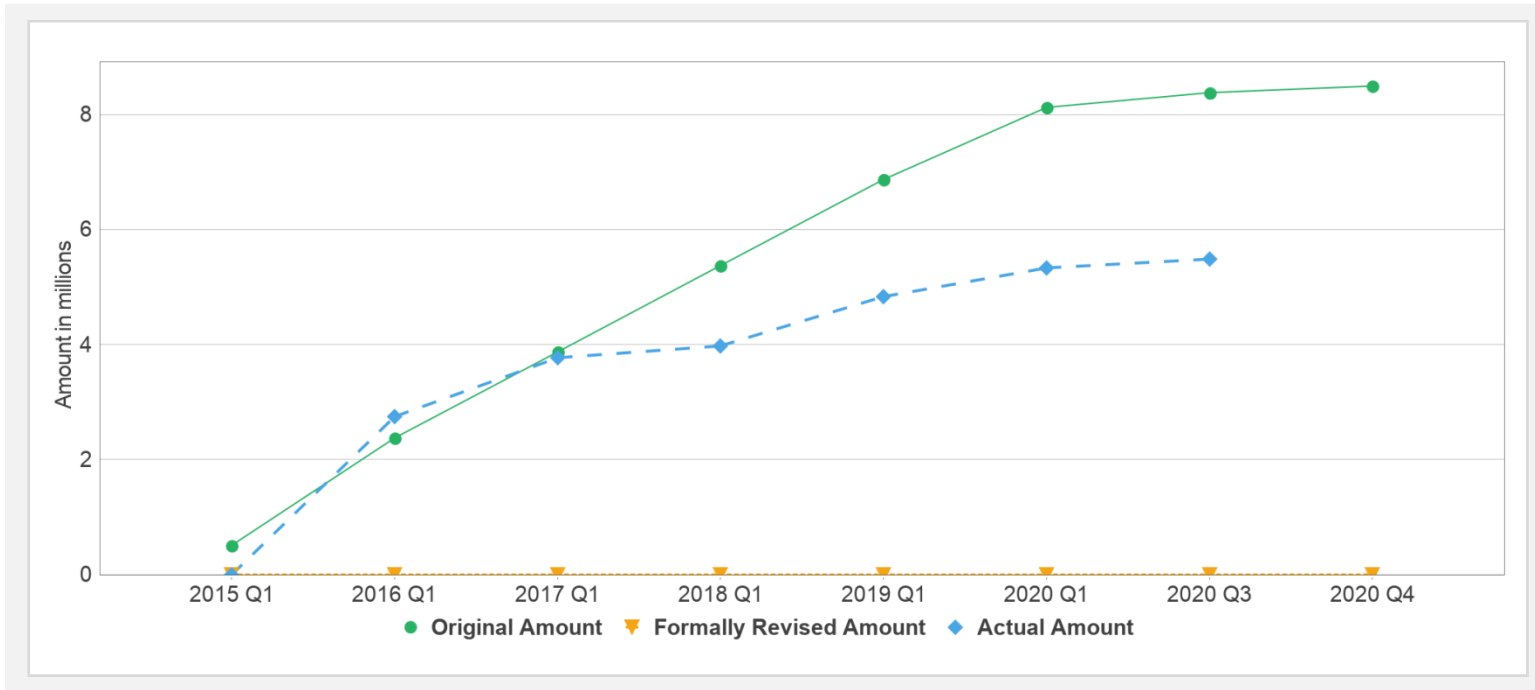
Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P150481	TF-18986	Effective	USD	8.50	8.50	0.00	5.49	3.01	65%

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	31-Dec-2021

Cumulative Disbursements



Restructuring History

Level 2 Approved on 07-Sep-2015 ,Level 2 Approved on 17-Jan-2018 ,Level 2 Approved on 13-Jan-2020

Related Project(s)

There are no related projects.