Implementation Status & Results

Brazil
QUALISUS-REDE Brazil Health Network Formation and Quality Improvement Project (P088716)

Operation Name: QUALISUS-REDE Brazil Health Network Formation and Quality Improvement Project (P088716)
Project Stage: Implementation
Seq.No: 6
Status: ARCHIVED
Archive Date: 03-Aug-2011

Country: Brazil
Approval FY: 2009
Product Line: IBRD/IDA
Region: LATIN AMERICA AND CARIBBEAN
Implementing Agency(ies): Ministerio da Saude
Lending Instrument: Adaptable Program Loan

Key Dates
Board Approval Date: 29-Jan-2009
Original Closing Date: 30-Jun-2014
Planned Mid Term Review Date: 31-May-2012
Last Archived ISR Date: 03-Aug-2011

Effectiveness Date: 19-Feb-2010
Revised Closing Date: 30-Jun-2014
Actual Mid Term Review Date: 03-Aug-2011

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

(a) Improve the quality and efficiency of SUS# Regional Health Care Networks (RHCN) with emphasis on secondary-level health care, specialty, diagnostic and emergency centers, and logistical systems serving the Project#s targeted regions and populations.

(b) Improve the effectiveness of the SUS# RHCNs delivery system to prevent, detect and treat priority health conditions in the Project#s targeted regions and populations.

Has the Project Development Objective been changed since Board Approval of the Project?

☐ Yes  ☐ No

Component(s)

<table>
<thead>
<tr>
<th>Component Name</th>
<th>Component Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Development of Regional Healthcare Networks and strengthening of health care facilities</td>
<td>205.00</td>
</tr>
<tr>
<td>B. System Development for Performance Enhancement</td>
<td>26.30</td>
</tr>
<tr>
<td>C. Project Management</td>
<td>3.10</td>
</tr>
</tbody>
</table>

Overall Ratings

<table>
<thead>
<tr>
<th></th>
<th>Previous Rating</th>
<th>Current Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress towards achievement of PDO</td>
<td>Moderately Satisfactory</td>
<td>Moderately Satisfactory</td>
</tr>
<tr>
<td>Overall Implementation Progress (IP)</td>
<td>Moderately Satisfactory</td>
<td>Moderately Satisfactory</td>
</tr>
<tr>
<td>Overall Risk Rating</td>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>

Implementation Status Overview

The project has been effective since February 2010, but there has been a one-year delay in its launching due to a Ministry of Health request to change implementation arrangements. A
project launch mission took place February 17-22, 2011. Subsequent missions have taken place in May 2011 and September 2011, and the Brazilian-based team has had regular interaction with MOH on project-related issues between missions. This ISR is updated based on in-depth discussions with the MOH team in early December 2011.

Implementation of project activities has been slower than planned, but a number of key steps have been taken so far:
(i) An interactive process of communication with State Secretaries of Health to present the project's objective and expected outcomes, the methodology used to select the States, and the list of states selected to implement health networks;
(ii) Selection and approval of the 15 regional health care networks by the State-Municipal Health Committees;
(iii) Organization of 15 workshops with states and municipalities to initiate and guide design of sub-projects;
(iv) Recruitment and training of consultant at central and local level to support design and implementation of sub-projects to develop regional health care networks (by Oct. 2011, 60 consultants were contracted using project funds, plus another 140 consultants using counterpart funding);
(v) Updating and finalization of draft operational manual and guidelines for preparation of sub-projects;
(vi) Preparation of draft TORs for studies to support implementation and evaluation of project activities;

While these are important steps, both the contracting of studies and the development of sub-projects have been slower than anticipated, and disbursements remains low (approx. 3%) in absolute terms and relative to the disbursement plan. Key factors contributing to delays include the following: (i) the period required by the new government to define its strategies on health care public policies, which guide the state sub-projects; (ii) the time required to involve and reach agreement with states and municipalities on proposed sub-projects (meetings started in the first semester 2011); (iii) the required Municipal-State Health Committees approval, undertaken after the official meetings with health managers; (iv) the need of developing better information systems to support implementation and enhance mechanisms for accountability in terms of epidemiological diagnosis, clinical performance and value for money (preliminary version presented during consultants training); and (v) the need for technical support to state-municipal teams to prepare the sub-projects. In the case of the planned studies, the delay in finalization of TORs and contracting reflects efforts to ensure that the TORs are technically sound and have strong ownership within the MOH. Nonetheless, the studies were intended to support the design and implementation of sub-projects, and the delays may hence impact adversely on the quality of the sub-projects.

The review and approval of sub-projects is expected to be concluded by March 2011. At that point, a share of the sub-grants will be disbursed on implementation plans. It is estimated that the first round of disbursements will amount US$ 21.5 million (11% of project proceeds), and that this will take place before the end of FY 12. Based on discussions with MOH and a number of the states/municipalities due to receive sub-projects, it is expected that the projects funds will be used in full prior to the current closing date.

There has also been delays in other aspects of project implementation, in particular in relation to collection of baseline data and development of an M&E framework for the project. The team is currently working closely with the MOH to address these issues.

Based on the current status of implementation, the project is rated as moderately satisfactory.

Locations
No Location data has been entered

Results

Project Development Objective Indicators
### Intermediate Results Indicators

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>Core</th>
<th>Unit of Measure</th>
<th>Baseline</th>
<th>Current</th>
<th>End Target</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of RNCNs with all municipalities integrated into Regional Governance/Management structures and planning instruments</td>
<td>Text</td>
<td></td>
<td>0 RHCN's</td>
<td>0 RHCNs</td>
<td>10 RHCN's</td>
<td>Subprojects to establish regional networks are currently being developed; process expected to be concluded by March</td>
</tr>
<tr>
<td>Number of RHCNs with at least 60% of the SUS user population (usuarios do SUS) which have digital unique patient identification card linked to clinical activities in the regional network</td>
<td>Text</td>
<td></td>
<td>0 RHCN's</td>
<td>0 RHCNs</td>
<td>10 RHCN's</td>
<td>Subprojects to establish regional networks are currently being developed; process expected to be concluded by March</td>
</tr>
</tbody>
</table>
Number of RHCNs with 60% of municipalities covered by an organized transport system for patients, links with Referral and support for emergency and elective patients.

<table>
<thead>
<tr>
<th>Value</th>
<th>Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>29-Jan-2009</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>26-Jan-2012</td>
<td>Subprojects to establish regional networks are currently being developed; process expected to be concluded by March</td>
</tr>
<tr>
<td>10</td>
<td>29-Jun-2014</td>
<td></td>
</tr>
</tbody>
</table>

### Data on Financial Performance (as of 15-Oct-2011)

**Financial Agreement(s) Key Dates**

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan No.</th>
<th>Status</th>
<th>Approval Date</th>
<th>Signing Date</th>
<th>Effectiveness Date</th>
<th>Closing Date</th>
</tr>
</thead>
</table>

**Disbursements (in Millions)**

<table>
<thead>
<tr>
<th>Project</th>
<th>Loan No.</th>
<th>Status</th>
<th>Currency</th>
<th>Original</th>
<th>Revised</th>
<th>Cancelled</th>
<th>Disbursed</th>
<th>Undisbursed</th>
<th>% Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td>P088716</td>
<td>IBRD-76320</td>
<td>Effective</td>
<td>USD</td>
<td>235.00</td>
<td>235.00</td>
<td>0.00</td>
<td>7.59</td>
<td>227.41</td>
<td>3.00</td>
</tr>
</tbody>
</table>

### Disbursement Graph

#### Key Decisions Regarding Implementation

A number of decisions relating to project implementation were taking in connection with the supervision mission in September 2011, and others have been taken subsequently:
a) The MOH intends to disburse the full project's amount by 2014. Most of the project disbursement is expected to be concentrated in the 2012 and 2013 fiscal years. With.. The mission discussed and agreed on the need to avoid an extension of the Project.

b) The team has had several rounds of discussions of TORs and the MOH is currently finalizing them based on a process of internal consultation. It is expected that a no objection on the TORs will be provided in late February.

c) The MOH has raised some concerns about the results framework, and a discussion has started to agree on minor revisions. Details will be discussed in a workshop planned for February (see below), and any revisions will be documented in the AM of the next mission and in the next ISR.

c) The MOH agreed with the Bank team to organize a series of workshops to deal with challenging technical issues, starting in early 2012. A first workshop is scheduled for February (focusing on M&E), and a second workshop is planned for March (focusing on intergovernmental financing and contracting). The Bank has agreed to support participation of relevant experts (internal or external), either by videolink or in person.

**Restructuring History**

There has been no restructuring to date.

**Related Projects**

There are no related projects.