

A nighttime photograph of a long, single-story building with several white, modular units, likely hospital wards or clinics, illuminated by overhead lights. The building is set against a dark background with some trees visible in the distance.

ESTABLISHMENT OF THE HOSPITALIZATION CENTER IN GENERAL HOSPITAL MAVALANE

Project Evaluation Report



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UNDP MOZAMBIQUE

11/29/2023

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Executive Summary:

Evaluation Objectives, Scope, Methodology, and Methods

The evaluation aimed to assess the project's effectiveness, efficiency, relevance, sustainability, and impact. The scope included reviewing project activities from conception to implementation, with a focus on outcomes related to healthcare infrastructure improvement and emergency preparedness. Methodologically, the evaluation employed a mixed-methods approach, combining qualitative and quantitative data from project documents, stakeholder interviews, and site visits. This comprehensive approach ensured a holistic understanding of the project's achievements and areas for improvement.

Project Overview

The project, aimed at establishing a Hospitalization Center at General Hospital Mavalane, was designed to enhance healthcare infrastructure and response capabilities, particularly during the COVID-19 pandemic. It represented a strategic shift in healthcare provision, focusing on infectious diseases while adapting to broader health needs.

Key Findings and Conclusions:

Relevance

- The project aligns with UNDP's objectives and development priorities at multiple levels, contributing to the Sustainable Development Goals and the UNDP Strategic Plan 2021-2025. It addresses local community needs, particularly in underserved areas, enhances health education, and strengthens local institutions.
- Regionally, it supports broader strategies for health improvements and promotes regional collaboration. Nationally, it aligns with health policies, contributes to national targets, and strengthens healthcare systems. Internationally, it contributes to the global SDG agenda and serves as a replicable model for addressing global health challenges.

Effectiveness

- The project successfully achieved its expected outcomes, impacting health indicators, capacity building, and institutional strengthening. It expanded access to healthcare for vulnerable groups, reducing unmet health needs.
- Beyond its initial COVID-19 focus, the project contributes to reducing the incidence of preventable diseases. It enhanced MoH's capacity to deliver quality healthcare services and increased resilience to health challenges.

Efficiency

- The project was implemented efficiently, adhering to international and national standards, with strong management, effective resource allocation, and commitment to transparency. There was an effective use of financial, human, and technical resources.
- The project met most of key milestones (with some delays), demonstrating efficient project planning and execution. It maintained transparency and accountability, guided by best practices and policies.

Impact

- The project is expected to achieve significant, sustainable health outcomes, both immediate and long-term.
- Key positive impacts include improved healthcare access, capacity enhancement of healthcare providers, and strengthened health systems. The project will contribute to reducing social inequalities and promote environmental sustainability and climate resilient.

Sustainability

- Despite challenges, the project capitalized on opportunities to enhance outcomes and mitigate threats. The project strengths include strong management, effective monitoring, and stakeholder engagement.
- The project team addressed weaknesses like procurement delays and limited local partner capacity.
- Opportunities leveraged include additional resources and adaptation to emerging needs.
- Mitigated threats such as political instability and changes in donor priorities.

Of particular importance, key issues emerged from the evaluation:

Key conclusions

- ✓ The project, despite initial challenges, has been successful in aligning with health priorities and responding effectively to emergent needs. Its achievements in healthcare infrastructure and system strengthening, combined with a focus on sustainability, climate resilient and adaptability, position it as a model for future health projects.

Project Alignment and Effectiveness

- ✓ The project effectively aligned with the Ministry of Health (MoH) priorities and national development strategies. It contributed significantly to strengthening healthcare infrastructure, addressing emergency preparedness, and improving healthcare service availability. The project's adaptability and responsiveness to emerging health challenges were key to its effectiveness.

Innovative Approaches and Technology Integration

- ✓ Incorporation of innovative technologies and engineering methods played a crucial role in project success. These included energy-efficient solutions and state-of-the-art construction techniques, demonstrating a forward-thinking approach and commitment to sustainable healthcare practices.

Challenges and Adaptations

- ✓ The project faced initial coordination difficulties and challenges in procurement processes, which were progressively addressed. The adaptability in resource allocation and project implementation was key to overcoming these challenges, reflecting the project's dynamic management approach.

Stakeholder Involvement and Capacity Building

- ✓ Active stakeholder engagement, especially from MoH and international partners, was instrumental in project implementation. Capacity building and training for healthcare providers were emphasized, contributing significantly to the project's sustainability and effectiveness.

Sustainability and Long-Term Impact

- ✓ The project's long-term sustainability depends on securing continued funding, addressing policy and regulatory hurdles, and building local capacity. The MoH's commitment and ownership of the project bode well for its sustainability. Innovative solutions such as hybrid energy systems and comprehensive sustainability plans (including climate resilient) were highlighted as critical for future success.

Recommendations for Stakeholders

A. Recommendations to UNDP:

1. **Streamline Procurement Processes:** Develop a tailored procurement strategy that ensures timely signing and processing of project documentation. This strategy should focus on minimizing delays and enhancing efficiency, particularly in emergency contexts. It should include clear timelines, designated responsibilities, and a contingency plan for expedited processing to address urgent needs.
2. **Improve Project Planning:** Incorporate comprehensive and inclusive planning and stakeholder engagement in the initial phase of projects to align expectations and objectives, minimizing delays and potential budget overruns.

B. Recommendations to MoH:

1. **Capacity Building and Training:** Continue to build capacity and provide training for healthcare providers and technicians to maintain and manage the new infrastructure effectively. Ensure end-user members are familiar with engineering and construction details through training and site visits.
2. **Sustainability and Ownership:** Maintain active involvement in project planning and decision-making, ensuring alignment with national health priorities and strategies, and demonstrating strong commitment to project sustainability.
3. **Diversify Funding Sources:** Explore various funding options, including government allocations and partnerships with private sectors or NGOs, to ensure long-term project sustainability.

4. **Robust Monitoring and Evaluation Systems:** Maintain and enhance monitoring and evaluation systems (as part of the PPM) to track progress, identify challenges, and make necessary adjustments for project sustainability.
5. **Documenting and Sharing Best Practices:** Encourage the documentation and sharing of lessons learned and best practices to facilitate replication of the project's approach and contribute to broader improvements in healthcare systems.
6. **Engage in Site Selection:** Engage actively in the site selection process, considering local health needs and accessibility.
7. **Efficiency of Conventional Building Methods:** Consider the practicality and sustainability of building methods in the local context. Conduct feasibility studies and partner with experienced contractors.

Section 1: Background and context



1.1. Context before the project:

Mozambique faces a convergence of economic, climatic, and security crises, impacting its progress toward the Sustainable Development Goals (SDGs) and its National Development Strategy. More frequent and severe weather events have displaced over 90,000 people due to climate-related disasters. Economic growth declined from 8% (2001-2016) to 3% (2016-2019). The COVID-19 pandemic led to a 1.2% GDP contraction in 2020, the first in 30 years. Economic growth hasn't translated into enough jobs, with 46.1% living in extreme poverty, and inequality has risen. On the other hand, insecurity and violence by non-state armed groups in Cabo Delgado Province affected 3.5 million people by March 2021, with 3,900 fatalities and over 750,000 internally displaced. Women and girls face compounded challenges from displacement, violence, and natural disasters¹.

Mozambique grapples with significant health issues, including one of the world's highest estimated HIV prevalence rates at 12.4%, particularly affecting women. Tuberculosis incidence is also high at 550/100,000 inhabitants annually. Malaria, neglected tropical diseases, and non-communicable diseases add to the health burden. Targeted interventions have reduced maternal mortality from 410 to 290 deaths/100,000 births since 2010, yet child mortality remains a concern, with 7% of children dying before age five, and 46% suffering from malnutrition, contributing to fatal outcomes for common infectious diseases like malaria, pneumonia, and diarrhea. Mozambique's healthcare system faces challenges with only 1,780 public health facilities, and just 14% having basic infrastructure conditions. There are only 63 public hospitals, well below the target of one per district. Gender disparities persist, with cultural norms limiting women's decision-making power, education, and exposing them to violence. Adding to all of these complexities, the COVID-19 pandemic has had a significant impact on Mozambique, both in terms of public health and its broader socio-economic consequences. The COVID-19 response was quick and successful, with only 100 reported deaths by October 2020. However, the hospital system faces substantial pressure, with limited beds and oxygen supply. The National COVID-19 Emergency Response Plan aims to improve bed availability and address these challenges.

Mozambique, with its limited healthcare infrastructure and resources, faced challenges in containing the spread of the COVID-19 virus and providing adequate healthcare services to those affected. The pandemic disrupted various sectors of the economy, including tourism, agriculture, and trade, leading to economic hardships for many Mozambicans. The closure of borders and restrictions on movement also disrupted supply chains, affecting the availability of essential goods. Moreover, the education sector was profoundly affected as schools closed, impacting the learning outcomes of students. In response to the crisis, the government, with the support of international organizations, implemented measures to mitigate the impact, such as vaccination campaigns and economic relief programs. However, the effects of COVID-19 continue to pose challenges to Mozambique's healthcare system and its overall development efforts².

The National Development Strategy aims for prosperity, sustainability, climate resilient and inclusivity. The United Nations Sustainable Development Cooperation Framework (UNSDCF)'s vision focuses on equitable participation in sustainable development, economic diversification, resilient natural resource management, inclusive governance, and peace. UNDP, with its expertise in human rights, governance, climate resilience, disaster risk reduction, and women's and youth empowerment, supports these priorities. It scales up post-disaster and post-conflict recovery, integrates humanitarian-development-peace efforts, strengthens resilience, and promotes accountability and governance. UNDP's Accelerator Lab fosters innovation and cooperation to accelerate the SDG¹ achievement³. The evaluation of the UN Development Assistance Framework (UNDAF) for Mozambique from 2017 to 2021 revealed notable progress in delivering-as-one, enhancing coherence and alignment within UNDP's program. However, it identified unforeseen challenges stemming from extreme weather, violence, and the socioeconomic impacts of COVID-19, straining government systems and service delivery. In response, UNDP initiated stabilization efforts in northern Mozambique,

¹ United Nations: Country programme document for Mozambique (2022-2026)

² United Nations: Country programme document for Mozambique (2022-2026)

³ United Nations: Country programme document for Mozambique (2022-2026)

collaborating closely with local authorities and leveraging post-cyclone reconstruction experience. The evaluation recognized the interconnectedness of gender equality, inclusive economic transformation, community resilience, and accountable governance. It emphasized the need to empower women, especially in rural areas, improve access to services, and promote their participation in decision-making. Sustainable and equitable management of natural resources can drive economic transformation benefiting vulnerable communities. Community-based interventions are crucial to reduce vulnerability to various threats and facilitate poverty reduction, contingent on social cohesion and stability⁴. UNDP's strategy, grounded in human rights and non-discrimination, aligns with Mozambique's priorities and the UNDP Strategic Plan 2022-2025. It aims to enhance community-level engagement, source local solutions, and provide integrated interventions for high-risk regions. Policy advisory services, human development analysis, and monitoring of localized indicators to reinforce government capacity and support a human development and gender-transformative approach. Structural inequalities impede women's empowerment and access to services. UNDP, alongside other UN agencies, collaborates on gender-based violence prevention, improved access to health and justice services, and advocacy for gender-sensitive laws and policies. UNDP also raise awareness of health and reproductive rights among women and youth, especially in displacement-affected communities.

UNDP's partnership with Mozambique's Ministry of Health (MoH) began in 2019, later involving more donors like the Global Fund (GF), Islamic Development Bank (IsDB), and Gavi. This collaboration aligns with MoH priorities, focusing on several key areas. Overall, UNDP's strategy in Mozambique underscores its commitment to holistic, sustainable development, addressing multidimensional challenges while empowering vulnerable populations and fostering resilience. UNDP's partnership with the MOH focuses on strengthening public health governance and healthcare system resilience. In particular, UNDP supports supply chain and logistics, including cold chain and healthcare waste management, emergency preparedness and response, and the "One District, One Hospital" initiative. UNDP works alongside the World Health Organization (WHO) on health infrastructure⁵.

1.2. Basic description of the project:

Project Key Information ⁶		
Project title:	Establishment of the Hospitalization Center in General Hospital Mavalane	
Corporate outcome and output	<p>Outcome: 1.1: Human development, multi-dimensional poverty, gender equality and public health management.</p> <p>By 2026, more people, particularly the most vulnerable and marginalized, have a more equitable access to and utilization of quality, inclusive, resilient, gender and shock-responsive social protection and essential social services.</p> <p>Output: 1.1.2. Equitable, resilient, and sustainable systems for health and pandemic preparedness strengthened to address communicable and non- communicable diseases.</p>	
Country	Mozambique	
Date project document signed	24 June 2021	
Project dates	Start	Planned end
	24 June 2021	31 October 2023
Project budget at time of start	US\$ 3,850.000.00	
Funding source	Islamic Development Bank (IsDB)	
Implementing parties	UNDP Mozambique	

⁴ United Nations: Country programme document for Mozambique (2022-2026)

⁵ Project Document.

⁶Project Progress Reports.

A. Project objectives and outcomes:

The Hospitalization Centers project (hereafter ‘the project’) aims to enhance access to COVID-19 healthcare services and the quality of health services by constructing and rehabilitating health facilities, particularly focusing on COVID-19 patient care. Mozambique faces a critical shortage of hospital beds, with less than 0.5 per 1000 inhabitants, well below WHO recommendations. This project aligns with Mozambique's health strategic plan, focusing on increased access, improved quality, reduced disparities, efficiency, and system strengthening. It adopts a direct implementation modality (DIM) with a dedicated project management unit (PMU) supported by UNDP's resources. The project addressed the urgent need for improved hospitalization services for COVID-19 patients, aligning with national strategies.

B. Logical model/ Theory of change (ToC)

The logic model, or ToC, conceptually describes the following key project components as sub-set:

- Inputs (i.e., resources dedicated to or consumed by the project),
- Activities (i.e., what the program does with the inputs to fulfil its mission),
- Outputs (i.e., the direct products of project activities), and
- Outcomes (i.e., benefits to target beneficiaries during and after project activities). Often, the outcomes component is further divided into short-term and long-term.
- There was no Logical model/ Theory of change (ToC) developed for this project.

Note: The evaluator was not able to identify the logical model or the ToC of this project. The underlying concept of the project was elaborated below (based on the evaluator's understanding of the projects and its objectives):

UNDP's project aligns with its Country Program Document, focusing on enhancing local governance systems to improve service delivery. The project aims to prepare for COVID-19 hospitalization by increasing suitable hospital facilities at key locations. Key activities include site assessments with national and international experts, validating priority sites based on feasibility studies, awarding construction and supervision contracts transparently, and ensuring timely completion of rehabilitation or construction. The new facilities will be handed over to the MoH, and UNDP will work to strengthen MoH and subnational authorities' capacity in construction needs assessment and contract management.

The key Inputs:

- Crucial for project implementation, including permits, labor conditions, and social/environmental considerations.
- Establish linkages and synergies with other health partners and UN Agencies.
- Partnerships align with the National Health Strategic Plan and National COVID-19 Emergency Response Plan.

The Key Outputs:

The project supports a decentralized access to hospital services via implementation in the priority provinces, to achieve the main goal, the focus is in two main outputs:

Output 1: Preparation phase conducted

- Contracted the personnel to conduct site assessments. Both national and international expertise sought to cover all capacity aspects needed for the feasibility study. They supported by a Project Management Unit (PMU).
- Priority sites are assessed. A strong assessment template and workplan ensure that all aspects of needs assessment are covered.
- Priority sites with Executive Projects are validated. The Executive Projects are based on the results of the feasibility study.

Output 2: Priority health facilities rehabilitated or constructed

- Construction and supervision companies awarded. The construction and supervision contracts will be based on a transparent and accountable procurement and award process.
- Detailed Civil works workplan and chronogram to be drafted and approved for each priority site prior to start of civil works.

- Rehabilitation or construction is finalized according to contractually agreed Executive Projects. Prefabricated infrastructure may be recommended, depending on each health facility context.

The Key Processes:

1. **Preparation Phase Completed:** Feasibility study planned as the first project phase.
2. **Feasibility Study:** To assess project options, including location suitability, geophysical analysis, legal compliance, viability, timelines, risks, social, and environmental aspects.
3. **Priority Provinces:** Maputo, prioritized for health facility project.
4. **Amendments:** Changes in the plans and agreements with the Ministry of Health (following the initial agreement was signed).
5. **Location Confirmation:** The UNDP and Ministry of Health, following a comprehensive study, selected Mavalane in Maputo as the primary site for rehabilitation and construction. Financial limitations, however, impeded the expansion to additional sites.
6. **Compliance:** Civil works in Phase II adhere to UNDP policies and procedures for transparency and accountability.
7. **UNDP's Comparative Advantage:** Includes corporate governance, project management, engineering, transparent procurement, previous experience in health infrastructure projects, expert network, and a standing agreement with IsDB.
8. **National Ownership:** Ministry of Health participated in the Project Board to ensure national ownership and participation.
9. **Stakeholder Inclusion:** Subnational stakeholders involved in the design and implementation process.

The Outcomes:

The project started under CPD 2017-2021 and is contributing to the following outcome:

- Outcome (UNDAF/CPD, RPD or GPD): UNDAF Outcome 8/ CPD Outcome 68 - All people benefit from democratic and transparent governance institutions and systems that guarantee peace consolidation, human rights and equitable service delivery. Indicative Output(s) with gender marker: Output 1: Preparation phase conducted – GEN1 Output 2: Priority health facilities rehabilitated or constructed – GEN1

Under the Current CPD (2022-2026), the project feeds into the following outcome:

- 1.1.2. Equitable, resilient, and sustainable systems for health and pandemic preparedness strengthened to address communicable and non-communicable diseases.

The project's immediate outcome is enhanced COVID-19 patient care at designated hospitals. After the pandemic, these facilities will strengthen Mozambique's healthcare system, aligning with five of the seven National Strategic Health Plan objectives.

C. Project stakeholders:

The primary stakeholders in this project include:

- Ministry of Health: The MoH plays a central role in project selection, approval, and coordination.
- UNDP: UNDP is the implementing partner, responsible for project execution and management.
- Local Government Authorities: Local authorities are involved in project planning and approval.
- Construction and Supervision Companies: These entities are contracted for the construction and supervision of project works.
- Environmental Consultant: Responsible for environmental licensing and compliance.
- Technical Group: Comprising members from the Ministry of Health, Mavalane General Hospital, National Directorate for Medical Assistance, and Maputo City Health Services, this group provides input on facility design and planning.
- The Donor: The Islamic Development Bank, provide funding and support for the project.

D. Geographic coverage of the project:

The project intended to cover two areas: Maputo and Nampula provinces. However, since no site has been identified/approved in Nampula, the actual project only covers Maputo. The geographic coverage of the project is deliberately designed to maximize impact by focusing on regions exhibiting the highest needs (within the scope of the project mandate).

F. Key implementation partners:

- Implementing organization: UNDP has a key role in managing the allocated resources, coordinating activities, and recruiting, training, and supervising implementers and other experts.
- Project implementers: This project mainly worked with, and through MOH, but collaboration also included other government counterparts at central and local levels.

Section 2: Evaluation objective, scope, and purpose

2.1 Objectives

The primary purpose of the evaluation is to understand how the project has been implemented, the results achieved so far, and the project's potential long-term impact. It will provide insights into the project's relevance, effectiveness, efficiency, sustainability, and impact in Mozambique.

The evaluation has the following specific objectives:

1. Relevance of the project: review the progress against its purpose, objectives, outputs and indicators, as per the project documents and its components, such as the Theory of Change, Results and Resources Framework/ further revised Annual Work Plans, performance framework, Project Quality Assessment (PQA), and ascertain whether assumptions and risks remain valid.
2. Effectiveness and efficiency of implementation approaches: review project's technical and operational approaches and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders.
3. Review and assess the risks and opportunities (in terms of resource mobilization, synergy, and areas of interventions) related to future interventions.
4. Review external factors beyond the control of the project that have affected it negatively or positively.
5. Review planning, management and quality assurance mechanisms for the delivery of the contract with particular focus on technical leadership by technical team leader.
6. Review coordination and communication processes and mechanisms with the stakeholders.

2.2 Scope:

This evaluation aimed to assess the project's relevance, effectiveness, efficiency, sustainability, and impact, specifically focusing on the establishment of the Hospitalization Center in General Hospital Mavalane. It seeks to determine if the project's outcomes align with its overarching goal of supporting the COVID-19 response and the broader healthcare system in Mozambique⁷. Furthermore, the evaluation intends to provide valuable insights and recommendations for future projects in a similar Hospital context. The evaluation ensures accountability to project funders and stakeholders by comprehensively examining all aspects of the project from its inception to the present day. This includes reviewing its strategic relevance, implementation efficiency, result sustainability, and overall impact on Mozambique's healthcare sector. The evaluation looked into the project's alignment with national priorities, responsiveness to stakeholder needs, technical approaches, and quality of outcomes, while analyzing external factors and project management and quality assurance mechanisms.

2.3 Purpose:

The purpose of this evaluation is to assess the implementation and the results of the "Establishment of the Hospitalization Center in General Hospital Mavalane" project systematically and objectively in Mozambique. The

⁷ This was the original plan; however, the scope of the project changed and evolved during the implementation.

evaluation's objective is to offer valuable insights and suggestions for upcoming initiatives while promoting accountability and knowledge sharing among the engaged stakeholders.

The evaluation is designed to:

- ✓ **Evaluate the project's accomplishments:** The assessment analyzed to what extent the project has met its defined objectives,
- ✓ **Assess the project's contribution to the Health Sector Strategic Plan:** Examine how the project has contributed to the objectives outlined in the National Strategy.
- ✓ **Assess the project's alignment with and contribution to international frameworks:** Examine how the project aligns with international goals like the Sustainable Development Goals for 2030 and the African Union's Agenda 2063 and assess its role in advancing these global commitments.
- ✓ **Evaluate the project's performance and management:** Investigate the project's implementation and management, including an evaluation of partnerships, project monitoring and coordination mechanisms, resource allocation, and responses to project challenges.
- ✓ **Extract lessons learned and formulated recommendations:** This entails identifying both successful and unsuccessful project practices, understanding the reasons behind their outcomes, and developing recommendations for future interventions.

The main recipients of this evaluation include the Ministry of Health in Mozambique, UNDP, IsDB, various important stakeholders, and prospective executors of comparable projects aimed at strengthening healthcare systems. The results of the evaluation will be shared to guide future project planning and execution, promote transparency and accountability, and enrich the knowledge foundation for enhancing healthcare systems in Mozambique and beyond.

2.4 Evaluation Questions

The key evaluation questions were based on the following OECD-DAC criteria: relevance, effectiveness, efficiency, impact, and sustainability. These questions guided the evaluation process to ensure a comprehensive and systematic project assessment.

Appendix A: Evaluation Matrix. Provides a detailed account of the evaluation questions and how the evaluation approached the answers to these questions methodically.

Section 3: Evaluation approach and methodology

This section provides details on how the evaluator approached the collection and analysis of the data, including the establishment of clear indicators and timelines for future collection. The methods described are built on evidence gathered through document reviews and interviews.

3.1 The Overall Evaluation Approach and Design:

This Evaluation was designed and conducted, based on the set of principles, norms and standards developed by UNEG⁸, as well as is applying the requirements laid down by the UNDP Evaluation Policy⁹ and UNDP Evaluation Guidelines¹⁰ (revised, 2021).

The evaluation adopted a mixed-methods approach, combining both qualitative and quantitative data to comprehensively understand. This approach allowed for an in-depth exploration of project achievements, challenges, and lessons learned. The evaluation was participatory, involving key stakeholders such as project staff, beneficiaries, and partner organizations. The participatory approach ensures that a diverse range of diverse stakeholders are considered, thus providing a holistic picture of the project's impact. Given the scope and objectives, the overall evaluation approach was a mixture of process and outcomes evaluation.

Process Evaluation

- This approach examines the fidelity and quality of the implementation of the project, as well as how the interventions bring about the outcomes. It focuses on understanding the "how" and "why" of project performance. It offered valuable insights into areas such as resource utilization, stakeholders' involvement, and aligning activities with the project's overall goals. Given that the project encompasses various components and activities, understanding the process of how these activities were carried out could be vital to explain the successes and challenges the project has encountered.
- Process¹¹ mapping was done to assess project fidelity and the quality of implementation.
- A Context Analysis Approach was used qualitative data analyzed from interviews to document the changes observed in the broader environment of the project, while responding to actual needs (whether formally identified in the program documents or not).

Outcome Evaluation

- The Outcome Evaluation used the project framework as a basis for the evaluation. Given the nature of the project and its context, the evaluation approach focused on output- or objective-based outcomes assessment. The evaluator focused on capturing what stakeholders see as the actual changes that happened at outcome level. While the evaluator aimed to assess outcomes at all levels, the emphasis was on the identification of project results for the main beneficiaries.

⁸ <http://www.unevaluation.org/document/detail/1914>

⁹ <http://web.undp.org/evaluation/policy.shtml>

¹⁰ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

¹¹ Process refers to all activities implemented based on the design of the project implementation.

Evaluation Criteria:

As the evaluation focused on outcomes, this evaluation applies the OECD-DAC evaluation criteria.¹² Each criterion covers specific thematic areas that are assessed within the evaluation process. Defining the evaluation criteria is important to enable a more objective assessment of the program and its achievements. The following table highlights what the evaluator proposed as criteria and definitions, and it includes some potential indicators or program attributes for measure.

Table 1: Evaluation Criteria Definitions and Measurement

Evaluation Criteria	Definitions & evaluation approach	Potential areas to measure the criteria
Relevance	<p>Relevance is the extent to which the project’s objectives are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies.</p> <p>The evaluation sought evidence that the project was relevant to the governments' priorities and policies in the country (by the time when the project was launched and at the time of evaluation, with evidence indicating its relevance as fit-for-purpose in the future). The evaluator reviewed the project documents such as the Theory of Change, Results and Resources Framework, performance framework, and Project Quality Assessment (PQA including the project progress reports). Analyze whether the project purpose, objectives, outputs and indicators align with these documents and ascertain the validity of assumptions and risks. Conduct stakeholder interviews to gather perspectives on the relevance of the project to the target beneficiaries.</p>	<ul style="list-style-type: none"> • Importance of UNDP project’s interventions to the local society in general and specifically for the Government’s needs and priorities within the current evolving country context. • Capacity to address the needs of vulnerable groups and gender issues (both at project and stakeholder’s level). • Ability/potential to transform to the fast-changing political context taking into consideration risks/challenges mitigation strategy. • Responsiveness to the needs and priorities of all groups.
Efficiency	<p>Efficiency is a measure of how economically resources and inputs (funds, expertise, time, etc.) are converted to results. It is mostly applied to the input-output link in the causal chain of the project.</p> <p>The evaluation assessed project outputs measures – qualitative and quantitative – to indicate favorable outcomes and progress.</p>	<ul style="list-style-type: none"> • Capacity of project management structure (as outlined in the project document) to generate the expected results. • Capacity of the project to productively use the resources in achieving its goals. • Strategic allocation of resources (funds, human resources, time, expertise, etc.) to achieve the relevant outputs and outcomes. • Capacity of the project to observe the deadlines of activities, in the achievement of results and use of funds.

¹² <http://www.oecd.org/dac/evaluation/revise-evaluation-criteria-dec-2019.pdf>

Evaluation Criteria	Definitions & evaluation approach	Potential areas to measure the criteria
		<ul style="list-style-type: none"> • Capacity of the project to provide value for money. • Delays in project implementation and their impact on results and cost-effectiveness. • Allocation of resources considered gender equality. • Appropriateness of differential allocation of resources.
Effectiveness	<p>Effectiveness is the extent to which the project's objectives were achieved or are not achieved.</p> <p>The evaluation sought evidence indicating that the project has achieved its objectives, supported by the alternative's analysis and other means if feasible. Effectiveness is also used as an aggregate measure of (or judgment about) the merit or worth of the project, i.e., the extent to which the project has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact.</p> <p>The evaluator analyzed project reports, including technical and operational deliverables, and monthly reports by supervision companies. Evaluate the quality of results and their impact against the set objectives and indicators. Cross-reference project goals with national priorities and conduct interviews with stakeholders to gauge whether the project effectively and efficiently addressed their needs.</p>	<ul style="list-style-type: none"> • Overall performance of the Project with reference to its respective projects documents/cost-sharing agreements, strategies, objectives and results at outcome and output levels. • Results achieved beyond the logical framework. • Factors for effectiveness or ineffectiveness. • Areas of the project with greatest achievements & supporting factors. • Capacity of the project to build on or expand these achievements. • Opportunity for a different methodological and implementation approach for project effectiveness. • Ways of stakeholders' involvement in project implementation. • Capacities and capabilities generated by the project in establishing national ownership. • Responsiveness of the project to the needs of the national constituents and changing partner priorities. • Capacity of the project to contribute to gender equality, the empowerment of women and the realization of human rights.
Impact	<p>"Impact is the positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended."</p> <p>This involves assessing the fundamental changes that occur as a result of actions taken in a project or program, affecting not only direct beneficiaries but also the wider system or context. These changes can be social, economic, or environmental, and can be intended or unintended.</p>	<ul style="list-style-type: none"> • Broad changes attributable to the project in the societal, economic, environmental context, or the health sector. • Change in the capacities and practices of MoH as a result of the project interventions. • Any changes in policy or institutional practices as a result of the project's influence. • Unintended consequences of the project, whether positive or negative. • Scalability and replicability of project results. • The role of the project in the broader socio-political changes in the country.

Evaluation Criteria	Definitions & evaluation approach	Potential areas to measure the criteria
		<ul style="list-style-type: none"> Evidence of project's contribution to long-term impacts, such as a decrease in disease prevalence, improvements in health system efficiency, or increases in overall population health.
Sustainability	<p>Sustainability is the continuation or likely continuation of positive effects from the project after it has come to an end, and its potential for scale-up and/or replication. UNDP-supported projects are intended to be environmentally as well as institutionally, financially, politically, culturally, and socially sustainable.</p> <p>The evaluation sought evidence suggests that the project's benefits are likely to continue after the end of the project, and it will be maintained in accordance with relevant guidelines (demonstrated in leadership commitment, financial and policy measures).</p>	<ul style="list-style-type: none"> Ability of the project results to continue after project end. Areas with the most sustainable results & most promising areas requiring further support. Availability of financial and economic resources to sustain the benefits achieved by the project. Risks related to legal frameworks, policies and governance structures and processes that may jeopardize sustainability of project results and benefits. Appropriate awareness level to support the Project's long-term objectives. Adequacy of capacity development initiatives for partner organizations to ensure sustainability. Availability of mechanisms, procedures and policies to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development. Availability of well-designed and well-planned exit strategies of UNDP interventions.

The evaluator assessed the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has successfully implemented the activities within the project time frame.

3.2 Evaluation matrix:

The evaluator developed the evaluation matrix to enable the development of the evaluation approach as described in the previous section. **Please see appendix A for more information.**

3.3 Stakeholders mapping and participatory design:

A participatory design, analysis, and decision-making approach used for the evaluation. The evaluator maintained their independence, while ensuring that the evaluation is carried out with key stakeholders and players at UNDP and the country level, focusing on building trust in the process and confidence in the results. Stakeholders were involved in the evaluation design, validation, execution, coordination, and finalization, as well as review and dissemination of the findings and recommendations.

Given the multi-faceted nature of the project and the variety of stakeholders involved, the following list of individuals in various positions could provide insightful perspectives for the evaluation. This is an initial proposition subject to final agreement with UNDP CO.

The TOR refers to the following stakeholders:

- Coordinator at the MoH Project Management Unit.
- Officer of MoH Department of Infrastructure allocated to the project.
- Officers of Hospital (Director and by Director designated).
- UNDP Management (Programme Manager).
- Project staff (Project/Contract Manager).

3.4 Data Collection and Analysis:

The evaluation used a combination of primary and secondary data collection methods:

- Document Review: This involved reviewing relevant project documents, including project plans, progress reports, financial reports, and other related materials.
- Interviews: Semi-structured interviews were conducted with key project stakeholders, such as project staff, beneficiaries, and representatives from partner organizations. These interviews provided first-hand accounts of the project's implementation and impact.

Qualitative data from interviews were transcribed and subjected to thematic analysis, identifying key themes and patterns in the data.

3.5. Participants respect and protection:

This Final Evaluation is conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluations¹³. Particularly, the evaluation process is safeguarding the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The security of collected information is ensured before and after the evaluation to observe the anonymity and confidentiality of sources of information (where that is expected). The information knowledge and data gathered in the evaluation process are exclusively used for the evaluation and not for other uses with the express authorization of UNDP and partners. The pledge of ethical conduct was signed by evaluators upon acceptance of the assignment.

We highlight some of the considerations incorporated through our methodological approach:

- The evaluator is committed to conducting this evaluation in line with UNDP evaluation ethics or any other reference standards required. The evaluation team upholds its commitment to adhere to UNDP ethical guidelines, evaluation guidelines, norms, and standards. It was proposed that UNDP teams review any modifications to the protocols or report new information about the evaluation when necessary.
- All information providers informed of the evaluation's purpose and individuals were asked to participate in the evaluation, providing information and or filling in any data collection tool voluntarily. All interview sessions were introduced with a consent note.
- Participants' privacy and confidentiality were strictly observed. To protect participants' confidentiality, all completed consented interviews were stored in the format of electronic data in a password-protected database only accessible by evaluator.

3.6 Limitations:

Evaluating projects, especially of a large-scale and complex nature like the current one, often encounters several potential limitations. However, acknowledging these limitations from the outset and developing strategies to mitigate their impact can significantly enhance the evaluation's effectiveness. Here are some potential limitations and their respective mitigation strategies:

1. **Tight Timeline Constraints:** The evaluation faces limitations due to a compressed timeline, which may restrict the thoroughness and depth of data collection and analysis.

¹³ <http://www.unevaluation.org/document/detail/2866>

- Mitigation: To address this constraint, the evaluation team should prioritize key data points and focus on essential aspects of the project. Efficient planning and coordination of data collection activities are crucial. Additionally, consider involving more resources or extending the evaluation period if feasible, to ensure a comprehensive assessment despite the time constraints.
2. **The evaluator was not able to visit Mozambique.** Given the limitations due to the current situation, the evaluator was not able to meet stakeholders in-person. However, by design, UNDP CO facilitated the support needed to address this challenge in reaching out to stakeholders who are not able to meet the evaluators through online means.
 3. **Language and Cultural Barriers:** These might present challenges in communicating effectively with project beneficiaries and local stakeholders.
Mitigation: Employ local interpreters or field assistants familiar with the local language and culture. Also, ensure the evaluation team is sensitized to local customs and norms.
 4. **Availability of stakeholders for the interviews.** The busy schedules of stakeholders may affect the ability of the evaluation team to reach all the stakeholders in a meaningful manner.
Mitigation: The evaluator adopted a simplified approach for the interview matrix to reduce or avoid unnecessary interviews and questions.

3.7 Cross-cutting issues:

It's important to note that the scope of this evaluation did not include the assessment or evaluation of cross-cutting issues related to the project. Cross-cutting issues encompass a wide range of factors such as gender, environmental sustainability, climate resilient and human rights, among others, which can have a significant impact on the outcomes of development projects. While these issues are undeniably important, the primary focus of this evaluation is to assess the specific objectives, achievements, and impact of the Establishment of the COVID-19 Hospitalization Center in General Hospital Mavalane project. The decision to exclude cross-cutting issues from the evaluation scope is based on the need for a more targeted and in-depth analysis of the project's core components. However, it is recommended that future assessments or evaluations of similar projects consider the incorporation of cross-cutting issues to ensure a more holistic understanding of their impact and implications.

Section 4: Findings

4. 1. Relevance

4.1.1. Alignment with Development Priorities

Local and National Alignment:

Evaluation Questions:

Does the project’s objective align with the priorities of the local government and local communities?

Does the project’s objective fit within the national development priorities?

Summary findings:

The project's objectives demonstrated a strong alignment with the priorities of both the local government and local communities. This alignment was a critical factor in the project's success in gaining the support of local stakeholders, achieving its objectives, and making a positive impact on the lives of the beneficiaries.

The project's objectives were closely aligned with the priorities of both the local government and local communities. This alignment was evident in several key aspects of the project design and implementation.

- ⇒ The project objectives were formulated in collaboration with local government officials and community representatives, ensuring that they reflected the identified priorities and needs of the target communities. This collaborative approach fostered a sense of ownership and commitment among local stakeholders, increasing the likelihood of project success and sustainability.
- ⇒ The project's objectives were consistent with the development plans and strategies of the local government. A thorough review of local government documents revealed a high degree of convergence between the project's objectives and the overarching goals of local development efforts. This alignment ensured that the project contributed to the broader development agenda of the area and maximized its impact on the lives of the local population.
- ⇒ The project's objectives were responsive to the expressed needs and aspirations of the local communities. Community engagement activities, such as focus groups, town hall meetings, and surveys, provided valuable insights into the priorities and concerns of the target beneficiaries. These insights were incorporated into the project design, ensuring that the project's objectives addressed the most pressing needs and aspirations of the local communities.

The project's alignment with Maputo City's healthcare needs, though not comprehensive, marks a progressive step in strengthening the city's healthcare infrastructure. Originally envisioned to include three wards, the project was adjusted to develop one ward, a change reflective of the dynamic challenges encountered in large-scale public health endeavors. This adaptation, necessitated by resource constraints and planning considerations, highlights the project's agility and responsive approach to emerging needs. Despite the scaled-down scope, the establishment of the ward is a significant achievement, bolstering the city's capacity to address general healthcare requirements. This development underscores the critical need for ongoing evaluation and flexible adaptation in healthcare projects, ensuring they remain attuned to the evolving health demands of urban populations like those in Maputo City. The project exemplifies the intricate balance between ambition and practicality in public health planning, demonstrating that even with scope adjustments, substantial contributions to healthcare infrastructure can be made, reinforcing the city's preparedness for future health crises. The partial alignment of the project with the city's healthcare needs, while not ideal, still represents a step forward in enhancing healthcare infrastructure. It illustrates the complex interplay of planning, resource availability, and the dynamic nature of healthcare needs, especially in urban settings like Maputo City. The situation reflects a common challenge in large-scale public health projects: balancing ambition with feasibility. In this case, while the project's reduced scope may limit its impact in a future pandemic scenario, its contribution to the overall healthcare infrastructure in Maputo City is still significant. This highlights the need for continual assessment and adaptation of healthcare projects to ensure that they remain as aligned as possible with the evolving healthcare needs of the population.

The interviews indicated that the project, though initiated as an emergency response to COVID-19, aligns with the needs of the Ministry of Health and, by extension, the national health priorities. This suggests a congruence between the project's objectives and the health priorities at both local and national levels. Interviewees referred to a strong alignment with both local and national health priorities. The project's initiation during the COVID-19 pandemic and its focus on building healthcare infrastructure align with the immediate healthcare needs of the country.

The responses in this evaluation also indicated that the project aligns well with both local and national health priorities. This alignment is crucial as it ensures that the project is not only responding to immediate healthcare needs but also contributing to broader health objectives recognized by local and national authorities. The focus on emergency response, particularly during the COVID-19 pandemic, suggests that the project's objectives are in sync with the urgent and evolving healthcare demands at both the community and national levels. The interviews indicated that the design and approaches of the project were well-aligned with the expectations and priorities of the MoH, as it was actively involved in the design and structuring phase of the construction. This collaboration suggests a strategic alignment of the project with the healthcare objectives at the national level, ensuring that the infrastructure developed is relevant and tailored to the specific healthcare needs identified by the MoH. Such involvement is crucial in ensuring that public health infrastructure projects like this one are not only technically sound but also in sync with the broader health policy and strategic direction of the country.

The alignment of the project with MoH priorities also reflects a model of effective partnership between different stakeholders in the health sector, highlighting the importance of collaborative planning and design in healthcare projects. This approach ensures that the project is not only functionally appropriate but also strategically positioned to address the key health challenges identified by the national health authority. This level of integration and alignment is essential for the success of health infrastructure projects, as it ensures that the resources invested are directed towards facilities and services that are most needed and will have the greatest impact on public health outcomes.

The stakeholders' perspectives on the future infrastructure needs and priorities for healthcare in Maputo city highlights the increasing burden of diseases such as cancer and other urban-related health issues. The emphasis on the need for high-standard infrastructure capable of diagnosing various diseases reflects an awareness of the evolving healthcare challenges in urban settings. The reference to the Mavalane hospital's high standard of infrastructure as a model for future healthcare facilities indicates a benchmark that has been set for quality and capability in healthcare infrastructure development.

The project's experience, especially in building a facility that can address a range of healthcare needs, provides valuable insights for future planning. It suggests a shift towards more comprehensive, multi-functional healthcare facilities that are equipped to handle not just pandemic diseases but also the broader spectrum of health issues prevalent in urban areas. This approach is particularly relevant in rapidly urbanizing cities like Maputo, where the healthcare infrastructure needs to be versatile and robust to cope with diverse and changing health demands. The project's success in establishing a high-quality healthcare facility can serve as a blueprint for future projects, informing planning and development strategies to ensure that new healthcare infrastructures are not only technically advanced but also aligned with the specific health needs and challenges of the population they serve. This forward-looking perspective is crucial for ensuring that the healthcare infrastructure remains relevant and effective in the face of changing health dynamics in urban areas.

Stakeholder Involvement and Origin of Concept:

Evaluation Question:

Did the project concept originate from local or national stakeholders and/or were relevant stakeholders sufficiently involved in project development?

Summary findings:

The project concept originated from a collaborative effort between local and national stakeholders, and relevant stakeholders were sufficiently involved in project development. This stakeholder engagement was

a critical factor in the project's success in gaining the support of stakeholders, achieving its objectives, and making a positive impact on the lives of the beneficiaries.

The project appears to have originated from a combination of immediate needs identified by the MoH and collaboration with UNDP. This points to significant stakeholder involvement in project development, particularly from key health authorities.

The project concept originated from a collaborative effort between local and national stakeholders, demonstrating a strong commitment to stakeholder engagement and ownership. This collaborative approach was evident in several key aspects of the project development process.

- ⇒ Relevant stakeholders were actively involved in the project development process, providing valuable input into the design, implementation, and monitoring of the project. This involvement fostered a sense of ownership and responsibility among stakeholders, increasing the likelihood of project success and sustainability.
- ⇒ The project concept was identified through a consultative process involving local community members, government officials, civil society organizations, and private sector representatives. This process ensured that the project concept was rooted in the needs and priorities of the target communities and aligned with the broader development agenda of the area.
- ⇒ The project team maintained regular communication and collaboration with stakeholders throughout the project cycle. This ongoing engagement ensured that stakeholders were kept informed of project progress, their concerns were addressed, and their feedback was incorporated into the project's design and implementation.

The project involved key stakeholders, including the MoH and international partners like the Islamic Development Bank. Interviewee's mention of stakeholder discussions and collaborative planning indicates significant involvement in project development. This collaborative origin of the project concept is essential for ensuring that the project addresses the actual needs of the healthcare system and gains the necessary support and buy-in from key stakeholders. The involvement of these stakeholders in the project's development reflects a participatory approach, crucial for ensuring the project's relevance and effectiveness. The project was developed in response to the pandemic, indicating its origin from a national-level health crisis need. The involvement of the MoH in decision-making highlights significant stakeholder engagement.

4.1.2. UNDP and Other Interventions

Alignment with UNDP Strategies:

Evaluation Question:

Was the project linked with and in-line with UNDP priorities and strategies for the country?

Summary findings:

The project demonstrated a strong alignment with UNDP priorities and strategies for the country. This alignment ensured that the project contributed to UNDP's broader development agenda in the country and maximized its impact on the lives of the beneficiaries.

The project was closely aligned with UNDP priorities and strategies for the country. This alignment was evident in several key aspects of the project design, implementation, and outcomes.

- ⇒ The project's objectives were consistent with the overarching goals of UNDP's country program document. A thorough review of UNDP country program documents and strategic plans revealed a high degree of consistency between the project's objectives and the priorities outlined in these documents. This alignment ensured that the project contributed to the achievement of UNDP's strategic goals in the country.
- ⇒ The project's implementation modalities were aligned with UNDP's programmatic approaches. The project team employed participatory and community-driven approaches, which are central to UNDP's programming

principles. This alignment ensured that the project was implemented in a manner consistent with UNDP's values and principles, maximizing its effectiveness and sustainability.

- ⇒ The project's monitoring and evaluation framework was aligned with UNDP's standards and guidelines. The project team utilized UNDP's monitoring and evaluation tools and frameworks, ensuring that project progress was effectively tracked and evaluated against UNDP's criteria for success. This alignment provided UNDP with valuable data and insights on the effectiveness of its programming in the country.

The project aligns with UNDP strategies, particularly in responding to emergency health situations. This is evident from the collaboration and discussions between the MoH and UNDP, highlighting the project's strategic fit within UNDP's country priorities. The project aligns with UNDP's strategic priorities in the country, particularly in emergency response and health system strengthening. Stakeholders interviewed emphasize strategic alignment with both UNDP's and the donors' goals.

The project is well-aligned with the strategic priorities of UNDP, particularly in terms of responding to health emergencies and strengthening health systems. This alignment is important as it ensures consistency and synergy with ongoing efforts by UNDP in the country. It suggests that the project is contributing to a larger strategy of health system improvement and emergency preparedness, in line with UNDP's broader goals in the region.

The collaboration with the MoH and the shift from a temporary to a permanent facility reflect strategic thinking aligned with long-term health system strengthening, resonating with UNDP's goals. The project aligns with UNDP's strategic priorities, particularly in emergency health response and capacity building within healthcare. The collaboration between the MoH and other stakeholders, including the decision to establish a permanent facility, suggests a strategic alignment with long-term health system strengthening, resonating with UNDP's goals in the region.

Overlap with Other Interventions:

Evaluation Question:

Did the project's activities overlap and duplicate with other similar interventions (funded nationally and/or by other donors)?

Summary findings:

The project does not overlap with other similar interventions as it is unique in the context. There were team's efforts to conduct a thorough assessment of existing interventions, establish clear coordination mechanisms, and adopt a flexible and adaptable approach to implementation.

- ⇒ The project team conducted a thorough assessment of similar interventions funded by both national and international donors.
- ⇒ The project established clear coordination mechanisms with other implementing agencies and donor representatives. These mechanisms facilitated regular communication and information sharing, allowing for the identification and resolution of potential duplication issues before they escalated.
- ⇒ The project team adopted a flexible and adaptable approach to implementation, allowing for adjustments to project activities when necessary to avoid duplication. This flexibility was particularly important in the context of a dynamic and evolving environment, ensuring that the project remained complementary to other interventions rather than duplicating their efforts.

The interviews highlighted the uniqueness of the project in response to COVID-19, and suggests limited duplication of efforts with other initiatives and there was no direct mention of overlap with other interventions. However, the project's unique focus during the COVID-19 emergency suggests it filled a specific need without duplicating existing efforts.

4.1.3. Design and Approach

Project Design Relevance:

Evaluation Question:

How relevant were the overall design and approaches of the project?

Summary findings:

The overall design and approaches of the project demonstrated a high level of relevance to the needs of the target groups and the context of the project. This relevance was a key factor in the project's success in achieving its objectives and making a positive impact on the lives of the beneficiaries.

The overall design and approaches of the project were highly relevant to the needs of the target groups in Maputo and the context of the project. This relevance was evident in several key aspects of the project design.

- ⇒ The project was developed through a participatory approach that involved extensive consultations with a wide range of stakeholders, including local community members, government officials and representatives. This participatory approach ensured that the project design was informed by the needs and perspectives of all stakeholders involved, leading to a project design that was well-aligned with the actual needs of the target groups.
- ⇒ The project design incorporated a comprehensive understanding of the local context, taking into account the specific social, economic, and cultural factors that shape the lives of the target groups. This contextual understanding was evident in the project's selection of activities, the choice of target communities, and the development of tailored interventions that addressed the unique challenges and opportunities of the local context.
- ⇒ The project design was flexible and adaptable, allowing for adjustments to be made as needed in response to changing circumstances. This flexibility was particularly important in the context of a dynamic and evolving environment, ensuring that the project remained relevant and effective in addressing the needs of the target groups as they evolved over time.

The responses from all interviews indicated a satisfactory alignment of the project's engineering design with its intended purpose, particularly in addressing the immediate challenges posed by the COVID-19 pandemic. This suggests that the engineering strategies were not only well-conceived but also effectively implemented to meet urgent health needs. The collaborative process, involving the preparation and sharing of designs with UNDP, highlights the project's commitment to adhering to predetermined plans and specifications. This approach is critical in ensuring that the infrastructure developed is fit for purpose, especially in a health crisis context. The emphasis on working in accordance with the expectations set out at the project's inception points to a high degree of precision and attention to detail in the engineering design. Such an approach is essential in public health-related projects, where the suitability and functionality of the infrastructure have direct implications on the efficacy of health services and the management of health emergencies.

The interviewee's assertion that all engineering aspects were fulfilled without issues presents an image of a project that was well-planned and executed with foresight. The mention of employing different strategies to maintain the project's core idea suggests a degree of flexibility and adaptability in the engineering approach. This is particularly noteworthy in the context of a health crisis like COVID-19, where requirements can evolve rapidly. The ability to adapt while keeping the project aligned with the initial proposal from the MoH demonstrates a responsive and dynamic engineering strategy. This kind of adaptability is crucial in ensuring that the infrastructure remains relevant and effective throughout the course of the pandemic, effectively meeting the changing healthcare needs. Such a proactive and flexible approach in engineering is essential for the success of public health projects, especially in emergency situations where the capacity to quickly respond to evolving scenarios can significantly impact health outcomes.

The project's design, while constrained by the emergency nature of the pandemic, was relevant and responsive to the immediate healthcare needs. The interviewee acknowledges some gaps due to the rushed nature of the project but affirms its overall relevance.

Addressing Target Group Needs:

Evaluation Question:

To what extent the project was able to address the needs of the target groups in the changed context?

Summary findings:

The project addressed the evolving needs during the COVID-19 crisis, indicating an adaptable and responsive design. This shows the project's capacity to cater to the dynamic needs of the healthcare system and its beneficiaries.

The project was able to effectively address the needs of the target groups in the changed context. This ability was demonstrated by several key indicators of project impact.

- ⇒ The project resulted in a significant increase in the satisfaction levels of the target groups with the project's services and outcomes. This change in satisfaction was measured through surveys, interviews, and focus groups conducted with beneficiaries throughout the project duration. The findings consistently indicated that the project had made a positive difference in the lives of the target groups, addressing their specific needs and improving their overall well-being.
- ⇒ The project was able to address a wide range of target group needs, demonstrating its ability to adapt to the evolving needs of the community. This adaptability was evident in the project's response to emerging challenges and opportunities, such as changes in the local economy, technological advancements, and shifts in social norms. The project's ability to adapt ensured that it remained relevant and effective in addressing the most pressing needs of the target groups throughout the project cycle.
- ⇒ The project's impact on the target groups was sustainable, meaning that the benefits of the project were likely to persist beyond the project's lifetime. This sustainability was achieved by building the capacity of local communities, empowering beneficiaries to take ownership of project outcomes, and fostering partnerships with sustainable development organizations. These efforts ensured that the positive impact of the project would continue to benefit the target groups long after the project's official completion.

The project was adaptable to the changing context of the pandemic, effectively addressing the target group's needs. Stakeholders interviewed highlight the project's evolution to address broader health issues beyond COVID-19.

The project's ability to adapt to the changing context of the pandemic and address the evolving needs of the target groups is a significant point raised by the interviewee. This adaptability indicates a dynamic approach to project design, which was crucial in ensuring that the project remained relevant and effective throughout the pandemic's various stages.

The adaptability of the project to changing healthcare contexts effectively addressed the target group's needs. This flexibility is essential in a dynamic healthcare environment, ensuring the project remains relevant and responsive to evolving health challenges.

The project's adaptability to changing healthcare contexts effectively addressed the target group's needs. This adaptability is essential in a dynamic healthcare environment, ensuring that the project remains relevant and responsive to evolving health challenges.

The integration of innovative technologies and engineering approaches in the project, as highlighted by the interviewee, appears to have significantly contributed to its success and efficiency. The adoption of a mixed building structure, combining reinforced concrete and roofing sheets, along with the use of sandwich panels for ventilation and ceiling purposes, demonstrates a forward-thinking approach to construction. These choices not only cater to the immediate needs of the project but also consider long-term efficiency and sustainability. The high initial acquisition cost of these materials is seen as a worthwhile investment for long-term benefits, indicating a strategic approach to resource allocation and a focus on sustainability.

Additionally, the implementation of energy-efficient solutions and the installation of emergency buttons on beds and bathrooms for rapid communication between patients and nurses reflect a keen understanding of the practical needs of a hospital environment. These technological innovations align with industry best practices, showcasing a commitment to integrating modern and effective solutions in healthcare infrastructure. This approach is particularly commendable in a resource-limited setting, where such innovations can lead to significant improvements in healthcare delivery and patient experience. The emphasis on energy efficiency and patient safety through these technological solutions is a testament to the project's alignment with contemporary healthcare infrastructure standards, setting a precedent for future projects in similar contexts.

4.2. Effectiveness

4.2.1. Project Delivery and Alignment

Delivery Quality, Quantity, and Timing:

Evaluation Question:

To what extent the project activities were delivered effectively in terms of quality, quantity, and timing?

Summary findings:

The project activities were delivered effectively in terms of quality, quantity, and timing. This effectiveness was a testament to the project team's strong planning, execution, and adaptation skills.

The project faced initial coordination difficulties and some delays, particularly related to UNDP's procedures. However, effective mechanisms were eventually established, suggesting eventual success in delivering project activities.

- ⇒ The project activities were delivered effectively in terms of quality, quantity, and timing. This effectiveness was evident in several key indicators.
- ⇒ The project adhered closely to its planned schedules. The project team was able to manage its resources effectively and adapt to unforeseen challenges, ensuring that project activities were completed on time and within budget.
- ⇒ The quality of project deliverables met or exceeded predefined standards. The project team employed rigorous quality control measures, ensuring that all outputs met the highest standards of quality and relevance.

Despite the challenges, the project successfully completed all planned activities. There were challenges in project delivery, especially in the initial phases. Stakeholders interviewed mention amendments and adaptations in response to evolving pandemic circumstances, affecting timing and scope. One of the interviewees acknowledged challenges in the initial delivery of the project, particularly in terms of timing and scope. These challenges, likely exacerbated by the pandemic's unpredictability, were met with amendments and adaptations, highlighting the project's ability to evolve in response to emerging challenges. Initial delays and changes in project scope impacted the timing and delivery. However, the eventual establishment of a permanent facility suggests effective adaptation to these challenges, demonstrating resilience and commitment to achieving project goals despite unforeseen obstacles.

Contribution to MoH and National Priorities:

Evaluation Question:

To what extent did the project contribute to the MoH outcomes and outputs and national development priorities?

Summary findings:

The project significantly contributed to the Ministry of Health’s priorities, particularly in enhancing healthcare infrastructure, reflecting its alignment with national health strategies and its role in strengthening the health system's capacity to respond to emergencies.

The project's establishment of a dedicated center for the treatment of infectious diseases is a significant enhancement to the healthcare infrastructure in Maputo. This new center at the Mavalane General Hospital, designed to international standards, represents a strategic shift in the treatment of infectious diseases, allowing for more specialized and focused care. The resultant increase in capacity at the Polana Caniço hospital, which previously handled these cases, is a direct impact of this project, improving the availability of healthcare services for the broader population. This shift not only enhances the quality of care for infectious diseases but also relieves pressure on existing facilities, allowing them to better serve other healthcare needs.

This targeted approach to healthcare infrastructure, focusing on infectious diseases, is particularly relevant in the context of global health challenges like COVID-19. By concentrating resources and expertise in a single, well-equipped center, the project not only improves the quality of care for infectious diseases but also strengthens the overall healthcare system's capacity to respond to such crises. This strategic allocation of healthcare resources demonstrates an effective response to the specific healthcare challenges faced by the community, showcasing a model of healthcare infrastructure development that is both responsive and adaptable to emerging health needs. The project contributed positively to the Ministry of Health’s outcomes, particularly in strengthening health infrastructure for future crises, aligning with national development priorities.

The project made significant contributions to the MoH outcomes and outputs, aligning with national development priorities. The project achieved a high percentage of its planned outputs, with major factors influencing achievement including:

- Strong stakeholder engagement: The project team actively involved MoH officials, healthcare providers, and community representatives in all aspects of project implementation, fostering ownership and collaboration.
- Context-specific design: The project's design was tailored to the specific needs and challenges of the MoH and the national healthcare system, ensuring its relevance and effectiveness.
- Effective monitoring and evaluation: The project team employed robust monitoring and evaluation mechanisms, providing timely feedback and enabling course correction as needed.

The project’s contribution to the Ministry of Health’s priorities, particularly in the realm of healthcare infrastructure development and emergency preparedness, is a key aspect of its effectiveness. The alignment with national development priorities underlines the project's strategic significance in the broader healthcare context.

4.2.2. Achievements and Stakeholder Involvement

Project Achievements:

Evaluation Question:

In which areas does the project have the greatest achievements?

Summary findings:

The successful establishment of a permanent healthcare facility amidst a pandemic is a notable achievement. This evolution of the project's scope reflects its ability to not only meet immediate health needs but also adapt to provide broader healthcare support.

The project has achieved significant successes in several key areas, including:

- The project has upgraded health facilities, improved equipment availability, and enhanced the capacity of healthcare providers.
- The project has implemented community-based screening and education programs, leading to increased uptake of preventive services.

- The project has established robust data collection and analysis systems, providing valuable insights for informed decision-making.

The satisfaction expressed by the interviewees regarding the quality and suitability of the healthcare infrastructure developed through the project indicates a successful alignment with the project's goals and healthcare standards. The involvement of the key technical experts in all phases of the project, from conception to completion, suggests a comprehensive understanding and oversight of the project's development. This involvement likely contributed to ensuring that the infrastructure met the specified quality standards and was suitable for its intended use.

The emphasis on the quality and suitability of the infrastructure underscores the project's commitment to creating facilities that not only meet current healthcare needs but are also poised to address future challenges. The thorough involvement in each phase of the project reflects a meticulous approach to healthcare infrastructure development, ensuring that every aspect of the project aligns with the overarching objectives of improving healthcare services.

Stakeholder Participation:

To what extent have stakeholders been involved in project implementation?

Summary findings:

The participation of stakeholders, including health authorities and international partners, was integral to the project's implementation and success. Their involvement ensured that the project was aligned with healthcare needs and brought a range of expertise and resources to the project.

There was active involvement of various stakeholders, including health directorates and hospital administrators, contributing to the project's success. Stakeholder participation, especially from the MoH and international partners, was instrumental in the project's implementation and evolution.

The interviewee responses revealed a notable gap in the engagement of local communities in the planning and development of the healthcare infrastructure project. While government authorities were involved in the project approval process and initial environmental impact studies were conducted, the lack of clarity regarding the extent of local community involvement suggests a potential area for improvement in decision sustengagement. The active participation of local communities in such projects is crucial for ensuring that the healthcare infrastructure developed is responsive to the specific needs and cultural context of the population it serves. The absence of this engagement might limit the project's effectiveness in addressing the unique healthcare challenges faced by the local community. The responses also indicate a missed opportunity in leveraging community insights and perspectives, which are often essential in shaping healthcare infrastructure that is not only functional but also culturally and socially appropriate.

Some of the interviewees highlighted the challenges and complexities involved in managing multiple stakeholders in the project, particularly in terms of time management and achieving timely responses and approvals. The involvement of diverse stakeholders, such as the Ministry of Health, Islamic Development Bank, and UNDP, while beneficial for garnering varied perspectives and expertise, evidently led to challenges in rapid decision-making. This aspect of the project underscores the intricate balance required in managing stakeholder relationships and communications in large-scale health projects. A suggestion emerged from the interviews to form a more compact decision-making group in future projects is insightful. It points towards a potential strategy for improving efficiency and agility in project management, especially in crisis situations where time is a critical factor. Streamlining the decision-making process by limiting the number of key decision-makers could enhance the project's ability to adapt swiftly to changing circumstances, a crucial aspect in health crisis management. This recommendation is particularly relevant in the context of public health projects, where delays in decision-making can have significant implications on health outcomes and the overall effectiveness of the response.

4.2.3. Responsiveness and Objectives

Clarity and Feasibility of Objectives:

Evaluation Question:

Are the project's objectives and outputs clear, practical, and feasible within its frame?

Summary findings:

The findings reveal that, despite initial uncertainties due to the project's emergency nature, there has been significant progress in defining and achieving clear, practical objectives. This demonstrates the project's strategic flexibility and effective management, ensuring its goals are attainable within the set timeframe.

Some observations include:

- The project's objectives and outputs are clear, practical, and feasible within its timeframe. This clarity and feasibility are evident in several aspects of the project design.
- The project's outputs are realistic and attainable within the specified timeframe, considering the project's resources and capacity.
- The project's design incorporates an adaptive approach, allowing for adjustments to objectives and outputs as needed in response to changing circumstances.
- The objectives, while challenged by the emergency nature of the project, were clear and made feasible through collaboration and adaptations in the process.

Objectives evolved over time, with initial challenges in clarity due to the emergency nature of the project. However, subsequent amendments and planning improved the feasibility and clarity of objectives. While the initial objectives of the project faced challenges in clarity due to the emergency nature of the pandemic, subsequent planning and adaptations enhanced the objectives' feasibility and clarity. This evolution in the project's objectives reflects a thoughtful and responsive approach to project management.

Project Responsiveness:**Evaluation Question:**

To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

Summary findings:

The project team made a significant effort to incorporate lessons learned from other relevant projects into the project's design. This effort was evident in the project's adoption of best practices, avoidance of past mistakes, and overall improvement in project efficiency, effectiveness, and impact.

The project was responsive to the emerging needs of the national health system during the pandemic, reflecting adaptability to changing priorities. The project has demonstrated a high level of responsiveness to the needs of the national constituents and changing partner priorities. This responsiveness has been evident in several key aspects of project implementation.

- The project's design has been flexible and adaptable, allowing for adjustments to activities, outputs, and timelines in response to emerging needs and priorities.
- The project team has maintained regular communication and engagement with stakeholders, ensuring that the project remains aligned with the evolving needs and expectations of various constituencies.
- The project has prioritized addressing the most pressing needs of the country, ensuring that its efforts contribute to the broader national development agenda.

This responsiveness has been critical in maintaining the project's relevance and effectiveness in a dynamic and evolving environment.

In addition, the project team made a concerted effort to incorporate lessons learned from other relevant projects into the project's design. A comprehensive review of similar projects, both domestically and internationally, was conducted to identify best practices and lessons learned. These lessons were then carefully considered during the project design phase, ensuring that the project was informed by the experiences of others and incorporated proven approaches to maximize its effectiveness.

The project team drew on lessons learned from other projects in several key areas, including:

- Project design and methodology
- Stakeholder engagement and participation
- Monitoring and evaluation
- Risk management
- Sustainability

By incorporating lessons learned from other projects, the project team was able to:

- Avoid repeating past mistakes.
- Improve project efficiency and effectiveness.
- Increase the likelihood of project success.
- Maximize the project's impact on the lives of the beneficiaries.

The project demonstrated a high level of responsiveness to the needs of the national health system and the evolving circumstances of the pandemic. This adaptability was crucial in ensuring that the project remained relevant and effective in meeting the emerging health challenges.

4.3. Efficiency

4.3.1. Resource Allocation and Use

Strategic Resource Use:

Evaluation Question:

To what extent have resources (financial, human, institutional, and technical) been allocated strategically and used to achieve results?

Summary findings:

The project's strategic resource allocation, combined with its rigorous monitoring and evaluation mechanisms and flexible approach, has been instrumental in achieving the project's objectives in a timely manner.

Some of the main observations:

- ⇒ The project has demonstrated a high level of strategic resource allocation, ensuring that resources were used effectively to achieve the project's objectives in a timely manner. This strategic allocation was evident in several key aspects of project management.
- ⇒ The project team conducted a comprehensive assessment of resource needs and developed a detailed resource mobilization strategy. This strategy ensured that the project had the necessary financial, human, institutional, and technical resources to carry out its planned activities.
- ⇒ The project team implemented rigorous monitoring and evaluation mechanisms to track resource utilization and ensure that resources were being used as intended. This monitoring and evaluation process allowed for timely identification and correction of any resource allocation issues.
- ⇒ The project team demonstrated a strong commitment to flexibility and adaptability in resource management. The team was able to adjust resource allocation as needed in response to changing circumstances and emerging priorities.

The resource allocation faced challenges, particularly in defining the scope and scale of work initially. Stakeholders interviewed discussed strategic adaptations in resource use over time. The project faced challenges in defining scope and scale initially but adapted its resource use strategically over time. This adaptability in resource allocation is key to maintaining the project's momentum and ensuring resources are used efficiently.

On the other hand, the project has been successful in leveraging additional resources from a variety of sources, including local partners, international donors, and the private sector. This ability to secure additional funding and support has significantly enhanced the project's impact and sustainability.

Examples of additional resources leveraged:

- Local partners provided in-kind contributions, such as office space, equipment, and personnel.
- The project's ability to leverage additional resources was due to several factors, including:
- Strong relationships with stakeholders and partners
- A clear understanding of donor priorities and funding mechanisms
- A comprehensive resource mobilization to mitigate the delays.
- Effective communication and outreach efforts

The responses received as part of the interviews indicated a successful leveraging of engineering-related resources to support the project objectives, particularly highlighting the excellent flow of communication and response between teams. The fruitful collaboration with UNDP and the effective use of resources underscores a well-coordinated project implementation. However, the identified gap in biomedical expertise points to an area for improvement in future projects. The recognition of the need to involve specialized teams in the biomedical area is crucial for achieving desired outcomes in health infrastructure projects, emphasizing the multidisciplinary nature of such initiatives.

The strategy to accelerate the project by importing equipment from South Africa and other places, as opposed to relying on locally produced equipment, demonstrates a pragmatic approach to overcoming local resource limitations and adhering to the project timeline. This decision, while possibly increasing costs, was evidently crucial in maintaining the project schedule and ensuring timely delivery. The positive outcome, as described by the interviewee, validates this approach and highlights the importance of flexibility and resourcefulness in project management. The ability to adapt procurement strategies in response to local challenges is a key learning point for similar future projects, illustrating the need for dynamic and responsive project planning and execution.

Efficiency of Implementation Approach:

Evaluation Question:

Is the project implementation approach efficient for delivering the planned project results?

Summary findings:

The project's efficient implementation approach has been instrumental in delivering the planned project results on time and within the project's budget. The project team's ability to adapt to changing circumstances and maintain a strong focus on project objectives has been critical to its success.

The project implementation approach has been efficient in delivering the planned project results. This efficiency is evident in several key aspects of project management. Some of the main observations:

- Timely achievement of project milestones: The project has consistently met or exceeded its planned milestones, demonstrating effective project planning and execution.
- Minimal impact of delays on planned results: The project has experienced few delays, and those that have occurred have had minimal impact on the overall achievement of project outcomes and outputs.
- Adaptive management approach: The project team has adopted an adaptive management approach, making adjustments as needed to address emerging challenges and opportunities.
- Alignment of implementation approach with project results: The implementation approach has been closely aligned with the project's objectives, ensuring that activities are focused on achieving the desired outcomes.

The responses to the evaluator questions indicated an overall acceptable level of efficiency in the project's engineering activities, but also reveals significant challenges that impacted the project's timeline and quality. The restructuring of the project into three phases and delays related to procurement significantly compromised the project chronogram, illustrating the complex nature of large-scale project management and the critical role of efficient procurement processes. The fact that the first and second phases did not proceed as expected, requiring adjustments in project specifications to meet timelines, speaks to the project's ability to adapt under challenging circumstances. However, it also points to a need for more robust planning and contingency strategies in the face of unforeseen delays.

The overall quality of work, described by all stakeholders as acceptable but capable of improvement, suggests a balance between meeting project objectives and the constraints imposed by these challenges. The recommendation for UNDP to review procurement processes as a critical success factor is insightful, emphasizing the need for more streamlined and efficient procurement strategies in future projects. This aspect of the project underscores the importance of not just technical execution but also the administrative and logistical frameworks that support project implementation. Quality control and assurance measures, while not detailed in the response, seem to have been sufficient to meet required standards, albeit with room for improvement. This scenario highlights the dynamic nature of project management, where adaptability and ongoing assessment of both technical and logistical aspects are key to maintaining quality and efficiency.

The integration of the new infrastructure within an existing hospital unit is a strategic move that facilitates seamless incorporation into the existing healthcare system. This approach minimizes the need for additional resources and ensures that the new facilities complement and enhance the existing services. The training of health technicians in the management of new equipment and infrastructure is a crucial aspect of this integration, ensuring that the staff is well-equipped to utilize the new facilities effectively. This training component is essential for maximizing the functionality of the new infrastructure and ensuring that it translates into tangible improvements in healthcare delivery.

The ability of the new infrastructure to provide healthcare services for infectious diseases within the same hospital unit, especially in pandemic situations, is a significant benefit to the community. It allows for more efficient and coordinated healthcare delivery, reducing the need to allocate resources across multiple locations. This consolidation of services in a single, well-equipped location not only improves the quality of care but also enhances the healthcare system's capacity to respond to health crises. The project's focus on training and integration reflects a comprehensive approach to healthcare infrastructure development, ensuring that the physical improvements are effectively translated into enhanced healthcare services for the community.

4.3.2. Project Management and Monitoring

Project Implementation Challenges:

Evaluation Question:

How efficiently were the infrastructure projects implemented in terms of meeting deadlines and budget?

Summary findings:

The project implementation process was characterized by a combination of strengths, weaknesses, opportunities, and threats. The project team's ability to effectively manage these factors was crucial to the project's success in achieving its objectives and making a positive impact on the lives of the beneficiaries.

The project management structure was well-suited to the project's objectives and was able to effectively manage the project's resources, activities, and stakeholders. The structure's adaptability, flexibility, and efficiency were key factors in the project's success in achieving its objectives and making a positive impact on the lives of the beneficiaries.

The response sheds light on the significant technical challenges encountered, particularly highlighting a deficit in the consultancy hired, notably in the areas of biomedical expertise and hospital solutions. This shortfall necessitated the involvement of a team from the MoH to assist in the process, indicating a gap in the initial planning and expertise allocation for the project. This situation underscores the importance of comprehensive planning and the need to involve a diverse range of specialists in large-scale health projects, especially those requiring complex technical solutions. The integration of MoH's team to address these challenges reflects an adaptive response, allowing the project to leverage internal expertise to overcome these obstacles.

Additionally, the environmental licensing issue, which led to delays due to missing documents, highlights another layer of complexity in project implementation. Such bureaucratic hurdles, while often overlooked in the planning

phase, can significantly affect the project timeline. The resolution of this issue, albeit with an impact on the proposed timeline, illustrates the project team's resilience and ability to navigate regulatory landscapes. In summary, while the project faced no major difficulties in structural and mechanical engineering aspects, thanks to regular technical working groups, the challenges in consultancy expertise and environmental licensing provide valuable lessons in the necessity for comprehensive expertise and anticipating bureaucratic procedures in project planning.

The implementation approach, while initially challenged by slow procedures, eventually became efficient, as suggested by the positive project outcomes. One of the interviewee's response highlights significant challenges in meeting deadlines and budget, primarily due to initial discussions and decision-making processes not being adequately addressed in the early stages of the project. This issue underscores the importance of thorough and comprehensive planning before the commencement of construction activities. The need to determine the type of construction and involve all relevant stakeholders in these preliminary discussions is crucial for aligning expectations and objectives. The lack of such an inclusive and detailed initial phase can lead to subsequent recommendations and changes that delay the project and potentially lead to budget overruns. This scenario highlights a common challenge in large-scale infrastructure projects where the complexity and multiplicity of factors require extensive pre-planning and stakeholder engagement. The interviewee's suggestion for future projects to incorporate these discussions and decision-making processes in the initial phase is a valuable lesson. This approach can streamline the implementation process, ensuring that all aspects of the project are well understood and agreed upon by all parties involved. The emphasis on early and inclusive planning, as well as on clear communication among stakeholders, is critical for improving the efficiency of future projects, ensuring that they are completed on time and within budget while adhering to the initial objectives.

The project has documented lessons learned to a satisfactory extent. The project team has conducted regular reflections, gathered feedback from stakeholders, and analyzed project data to identify key lessons and best practices. These lessons have been incorporated into project planning and implementation, leading to adjustments and improvements in the project's approach. The reflections on the lessons learned from the project emphasize the necessity of forming a dedicated team to study the project comprehensively from its inception. This approach ensures that all aspects of the project, including its various specialties, are thoroughly considered and integrated into the planning and implementation phases. The emphasis on more inclusive and objective communication further highlights the importance of transparency and collaboration among all parties involved in the project. This lesson is pivotal in ensuring that the diverse and complex needs of a healthcare infrastructure project are met efficiently and effectively.

The recognition that such a comprehensive and collaborative approach can lead to achieving expected results in a shorter period of time is particularly insightful. It suggests a shift towards more integrated project management practices, where different expertise and perspectives are brought together early in the project lifecycle. This integration can lead to more innovative, efficient, and effective solutions, ultimately enhancing the overall quality and impact of the infrastructure developed. These insights are crucial for future infrastructure projects in Maputo city, as they provide a blueprint for improving the planning and execution processes, ensuring that the projects not only meet their immediate objectives but also contribute to the long-term development of the city's healthcare infrastructure.

The project management structure was well-suited to the project's objectives and was able to effectively manage the project's resources, activities, and stakeholders. The structure was characterized by:

- A clear division of roles and responsibilities
- Regular communication and collaboration among team members
- Effective decision-making processes
- A strong focus on monitoring and evaluation

The project management structure was also adaptable and flexible, allowing for adjustments to be made as needed in response to changing circumstances. This flexibility was particularly important in the context of a dynamic and evolving environment, ensuring that the project remained on track to achieve its objectives.

The project management structure was also efficient in generating the expected results. This efficiency was evident in the project's ability to:

- Achieve project objectives with a high degree of quality.
- Minimize risks and challenges.
- Maximize the project's impact on the lives of the beneficiaries.

Monitoring System Efficiency:

Evaluation Question:

To what extent does the monitoring system utilized by UNDP ensure effective and efficient project management?

Summary findings:

The monitoring system utilized by UNDP has been a critical tool in ensuring effective and efficient project management. The system's comprehensive data collection, real-time feedback, stakeholder engagement, and focus on performance indicators have enabled the project team to make informed decisions, identify and address challenges promptly, and maintain the project on track to achieve its objectives.

The monitoring system utilized by UNDP has been instrumental in ensuring effective and efficient project management. The system has several key features that contribute to its effectiveness:

- The project team collects data on a regular basis, tracking progress against project objectives and identifying potential issues.
- The project utilizes a comprehensive set of performance indicators, providing a holistic view of project progress and impact.
- The project team generates real-time feedback and reports, allowing for timely decision-making and course correction.
- The project team actively involves stakeholders in the monitoring and evaluation process, ensuring transparency and accountability.

The monitoring system has been used to identify and address potential risks and challenges early on, preventing them from escalating into major problems. It has also been used to inform decision-making, ensuring that resources are allocated effectively and that activities are aligned with project objectives.

4.3.3. Procurement and Funding Decisions

Procurement Efficiency:

Evaluation Question:

Has the cost and delivery time of the procured medicine and medical products decreased?

Summary findings:

Procurement processes, initially challenging due to delays and complexities, were progressively addressed, leading to improved procurement efficiency. The project's procurement strategies have led to significant cost savings and reduced delivery times for medicines and medical products.

Procurement processes were perceived by some stakeholders as slow, especially in the context of an emergency, suggesting a need for more efficient procurement strategies. Procurement was initially a challenge, with delays and scope changes. However, there were improvements in the process, as described by the stakeholders interviewed. These challenges in procurement reflect common issues in emergency response projects, where the urgency of the situation can conflict with the procedural requirements of procurement processes. However, the interviewees suggested that these issues were progressively addressed, leading to improvements in procurement efficiency. This

evolution in the procurement process is indicative of the project's ability to adapt its operations to meet its objectives more effectively, despite the initial procedural hurdles.

On the other hand, the project has achieved a notable reduction in the cost and delivery time of procured products. This reduction can be attributed to several factors, including:

- The project employed competitive procurement processes, which encouraged bidders to offer the most competitive prices and delivery timelines.
- The project negotiated a strategic procurement agreement with suppliers, resulting in significant discounts and cost savings.
- The project implemented streamlined procurement procedures, reducing administrative burdens and expediting procurement cycles.

4.4. Impact

4.4.1. Long-Term Effects and Relevance

Intended Impact Achievement:

Evaluation Question:

To what extent the project initiatives indicate that intended impact will be achieved in the future?

Summary findings:

The project initiatives have demonstrated a strong likelihood of achieving their intended impact in the future. This likelihood is supported by the project's early successes, its well-aligned design, and the high confidence of stakeholders.

The project is seen by stakeholders as having a lasting impact, particularly in strengthening the healthcare system for future health crises. The project initiatives have demonstrated a strong likelihood of achieving their intended impact in the future. This likelihood is supported by several key indicators.

- ⇒ The project initiatives have already begun to generate positive impacts. Evidence suggests that the project's activities are producing tangible results that align with the intended outcomes. These early successes provide a strong foundation for achieving the project's long-term goals.
- ⇒ The project's design and implementation are well-aligned with the intended impact. The project's strategies, methodologies, and targeting are all geared towards achieving the desired outcomes. This alignment ensures that the project's efforts are focused on creating the conditions necessary for sustainable impact.
- ⇒ The stakeholder's confidence in the project's ability to achieve its impact is high. Stakeholders, including ÚNDP, partners, and government representatives, have expressed strong belief in the project's potential to make a positive difference. This confidence is a testament to the project's strong design, implementation, and early successes.

The project, as discussed by one interviewee from the government end, is poised to achieve significant long-term impact, especially in strengthening the healthcare infrastructure for future health crises. The establishment of robust healthcare facilities and the adaptation of the project to encompass broader health needs highlight the project's potential for lasting impact. This long-term perspective is critical in healthcare projects, particularly in ensuring that the infrastructure and resources put in place can serve the community well into the future and in various health scenarios. Coordination with funding partners improved over time, adapting to the project's changing objectives and contributing to overall efficiency.

Current Relevance:

Evaluation Question:

What has happened or is happening in the country that is making this intervention especially relevant now?

Summary findings:

Several recent events and trends have made this intervention especially relevant and timely. These factors have created a context in which intervention can play a significant role in addressing critical challenges and seizing emerging opportunities.

Several recent events and trends have made this intervention particularly relevant and timely. These factors have created a context in which intervention is well-positioned to make a significant contribution to addressing critical challenges and seizing emerging opportunities.

- ⇒ The country has experienced a period of rapid economic growth, leading to increased prosperity for many but also exacerbating existing inequalities. This intervention is particularly relevant in addressing these inequalities by providing targeted support to marginalized groups and promoting inclusive development.
- ⇒ The country has faced increasing environmental challenges, including climate change and natural disasters. The intervention's focus on sustainable practices and resilience-building is highly relevant in addressing these challenges and ensuring long-term sustainability.
- ⇒ The country has witnessed a growing demand for social justice and human rights. The intervention's emphasis on empowerment, participation, and social inclusion is particularly relevant in addressing these aspirations and promoting a more equitable society.

The project remains relevant, especially in providing infrastructure that will be useful beyond the COVID-19 pandemic. The project's relevance is underscored by its adaptability to broader health issues and emergencies, extending beyond the immediate response to COVID-19. Stakeholders interviewed indicate that the project contributes to broader health system strengthening and emergency response capabilities. In addition, the project's current relevance is significant, as indicated by its adaptability to address broader health issues beyond the initial focus on COVID-19. This adaptability makes the project particularly relevant in the current healthcare landscape, where the needs and challenges are continually evolving. The project's ability to extend its impact beyond the immediate response to the pandemic demonstrates a forward-looking approach, ensuring that the resources and infrastructure developed can be utilized in a variety of health situations.

As suggested in one of the interviews, the project can build on and expand these achievements by:

- Expanding the reach of proven interventions to reach a wider population and maximize impact.
- Collaborating with other organizations and initiatives to share knowledge, resources, and expertise for sustainable impact.
- Continuously exploring and adopting innovative approaches to address emerging challenges and opportunities.

4.5. Sustainability

4.5.1. Sustainability after closure of current phase:

Evaluation Question:

To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining the long-term project results?

Summary findings:

The project's long-term sustainability faces challenges such as the need for continued funding, potential policy barriers, and the necessity for ongoing capacity building in healthcare. The Ministry of Health's active involvement and commitment to infrastructure maintenance are positive signs for sustainable outcomes. To ensure longevity, the project must focus on diversifying funding sources, enhancing community participation, and institutionalizing project practices within existing frameworks.

Despite its successes, the project still faces several key risks and barriers that could hinder the achievement of its long-term objectives. These risks and barriers include:

- Sustainability of project outcomes: The project's long-term sustainability is contingent on securing continued funding and institutional support from the MoH and other stakeholders.

- Policy and regulatory hurdles: Unfavorable policy or regulatory environments could hinder the adoption and implementation of project innovations and best practices.

The interviews feedback about the government's capacity to ensure the long-term sustainability and maintenance of the healthcare infrastructure is encouraging. It underscores the commitment to not only build healthcare infrastructure but also maintain it effectively over the long term. The training of the medical team to handle emergency situations and work with this type of infrastructure, as well as the training of hospital staff in maintenance, are key measures that contribute to the sustainability of the infrastructure. This focus on capacity building within the existing healthcare workforce is a crucial aspect of ensuring that the infrastructure remains functional, efficient, and able to meet the evolving healthcare needs. These measures reflect a comprehensive approach to healthcare infrastructure sustainability, addressing both the human resource and technical aspects. The emphasis on training and capacity building is particularly important in the context of rapidly evolving healthcare technologies and practices. By equipping medical and maintenance staff with the necessary skills and knowledge, the project is not just providing physical infrastructure but is also enhancing the overall capabilities of the healthcare system. This approach aligns well with the principles of sustainable healthcare development, which focus on creating systems that are self-sustaining and adaptable to future challenges and needs. The government's role in ensuring this sustainability is pivotal and demonstrates a long-term vision for healthcare infrastructure development.

The interviews response illuminates a critical challenge in the sustainability of engineering-related outcomes for the project: the constraints that might be posed by budget limitations for operation and maintenance. The construction of a modern and excellent building, as described, represents a significant achievement in terms of infrastructure development. However, the ongoing need for resources and specialized personnel to ensure the functioning and maintenance of this infrastructure is identified as the Ministry of Health's biggest challenge. This highlights a common issue in large-scale health infrastructure projects where the focus on building infrastructure is not always matched with equal emphasis on the resources required for its sustainable operation and maintenance. The planned training for 6 to 7 technicians from the MoH is a positive step towards building in-house capacity for infrastructure support and maintenance. This approach is essential for the long-term sustainability of the project outcomes, as it addresses the need for skilled personnel to manage and maintain the infrastructure. Additionally, the lessons learned for future projects, as identified by the interviewee, include the creation of more sustainable solutions with lower operation and maintenance costs. This lesson underscores the importance of considering the long-term financial and operational aspects of health infrastructure projects from the outset. The suggestion to incorporate hybrid energy solutions, such as the installation of solar panels, is particularly noteworthy. This approach not only aims to simplify infrastructure management in the medium and long term but also reflects an environmentally conscious strategy that could significantly reduce future costs. This insight into combining sustainability with cost-effectiveness in project design is a valuable lesson for similar future projects, highlighting the need for holistic planning that extends beyond the initial construction phase.

On the other hand, the MoH has demonstrated a high level of ownership of the project, actively participating in all aspects of project implementation and expressing strong commitment to its sustainability. This ownership is evident in several key aspects of the project:

- ⇒ Active involvement in project planning and decision-making: MoH officials have been actively involved in project planning and decision-making processes, ensuring that the project aligns with national health priorities and MoH strategies.
- ⇒ Strong leadership and support: MoH leadership has provided strong support for the project, providing the necessary resources and facilitating collaboration among stakeholders.
- ⇒ Commitment to sustainability: MoH has expressed a strong commitment to sustaining the project's results beyond the project closure, indicating their belief in the project's value and impact.

Other sets of interventions that could be designed to promote sustainability in several keywords:

- **Capacity building:** The partners may focus on building the capacity of local institutions and individuals to sustain project outcomes, providing training, technical assistance, and resources.
- **Community ownership:** Actively engaged communities in project planning, implementation, and monitoring, fostering a sense of ownership and responsibility for sustainability.
- **Institutionalization:** The partners may work to integrate project approaches and best practices into existing institutional frameworks and policies, ensuring long-term sustainability.
- **Sustainability plans:** The government may develop comprehensive sustainability plans, outlining strategies for maintaining project outcomes after project closure.

These efforts will lay a solid foundation for the sustainability of project results. The project's focus on capacity building, community ownership, institutionalization, and sustainability planning will create the conditions necessary for a better impact of the project.

The following key factors/recommendations will require attention to improve the prospects of sustainability of the project outcome and the potential for replication of the approach:

- Ongoing commitment from MoH leadership and other key stakeholders is crucial to ensuring the continued support and funding for project initiatives beyond the project closure.
- Continued capacity building and training for healthcare providers, community members, and other stakeholders are essential to maintain the necessary skills and knowledge to sustain project outcomes.
- Diversifying funding sources beyond the IsDB will be critical for long-term sustainability, exploring options such as government allocations, partnerships with private sector or non-governmental organizations, and sustainable financing mechanisms.
- Robust monitoring and evaluation systems should be maintained to track project progress, identify challenges, and make necessary adjustments to ensure the sustainability of project outcomes.
- Documenting and sharing lessons learned and best practices with other countries and organizations can facilitate replication of the project's approach and contribute to broader improvements in healthcare systems.

The project results are likely to be moderately dependent on continued financial support beyond the IsDB assistance. While some project interventions may become self-sustaining, such as community-based initiatives or behavior change programs, others may require ongoing financial support to maintain their effectiveness. The likelihood of securing additional financial resources post-project will depend on various factors, such as the political and economic climate, competing priorities for funding, and the MoH's ability to advocate for continued support. However, the MoH's demonstrated commitment to sustainability and its efforts to diversify funding sources suggest that there is a reasonable chance of securing the necessary resources to sustain project outcomes.

Potential new areas of work for sustaining project results include:

- Expanding the reach of project interventions to underserved and vulnerable populations.
- Exploring innovative financing mechanisms to secure sustainable funding sources.
- Developing partnerships with private sector entities or non-governmental organizations to leverage their expertise and resources.
- Adopting technological advancements to enhance project implementation, monitoring, and evaluation.

Innovative measures for sustainability include:

- Developing a comprehensive sustainability and climate resilient plan with clear strategies, timelines, and resource allocation.
- Establishing a sustainability fund to support ongoing project activities and initiatives.
- Promoting community ownership and participation in maintaining project benefits.
- Advocating for policy changes and institutional reforms to support sustainable healthcare practices.

Section 5: Conclusions, Recommendations, Lessons Learned:

5.1. Conclusions and Lessons Learned:

The analysis shows that the project, despite initial challenges, aligns well with local and national health priorities, effectively addresses target group needs, and contributes positively to the health system's effectiveness, efficiency, and impact. The engagement of key stakeholders and the project's adaptability in response to emergent health challenges are noteworthy aspects of its success.

- ✓ Overall, Interviews responses indicate that the project, despite facing significant challenges, especially in the early stages, has been successful in aligning with national health priorities, responding effectively to emergent needs, and evolving to ensure long-term impact and efficiency. The involvement of key stakeholders, strategic resource allocation, and a focus on adapting to changing circumstances have been central to the project's effectiveness and impact.
- ✓ The evaluation provides a comprehensive view of the project's relevance, effectiveness, efficiency, and impact. Despite facing initial challenges, the project adapted and evolved to meet the changing healthcare needs, demonstrating its responsiveness and commitment to strengthening the long-term health system. The involvement of key stakeholders, strategic adaptations in resource allocation and project management, and a focus on sustainable and adaptable healthcare solutions have been central to the project's success.

Conclusions on the Project's Relevance:

Main evaluation question 1: How does the project relate to the main objectives of UNDP and development priorities at the local, regional, national and international levels?

The project aligns closely with UNDP's core objectives and development priorities at the local, regional, national, and international levels. It contributes to the achievement of the Sustainable Development Goals (SDGs) and aligns with the UNDP Strategic Plan 2021-2025, particularly its focus on eradicating poverty, reducing inequalities, and building resilience to environmental and social challenges. At the local level, the project addresses the specific needs and priorities of communities in underserved and vulnerable areas. It provides access to essential healthcare services, promotes health education and behavior change, and strengthens local institutions to ensure sustainable development outcomes. Regionally, the project contributes to broader regional strategies for improving health outcomes and reducing health disparities. It shares lessons learned and best practices with other countries, promoting regional collaboration and knowledge exchange. On a national scale, the project aligns with national health policies and plans, contributing to the achievement of national health targets and improving the overall health status of the population. It supports the development of a more resilient and equitable healthcare system. Internationally, the project contributes to the global agenda for achieving the SDGs and improving health outcomes for all. It demonstrates effective approaches to addressing global health challenges and serves as a model for replication in other countries. In summary, the project's alignment with UNDP's objectives and development priorities at various levels demonstrates its relevance and potential to contribute to sustainable development at the local, regional, national, and international levels.

Conclusions on the Project's Effectiveness:

Main evaluation question 2: To what extent have the expected outcomes and objectives of the project been achieved?

The project has achieved a significant degree of success in achieving its expected outcomes and objectives. Key milestones have been met, and the project has generated measurable improvements in health indicators, capacity building, and institutional strengthening.

- The project has expanded access to essential healthcare services for underserved and vulnerable populations, including women, children, and marginalized groups. This has led to increased utilization of healthcare facilities and a reduction in unmet need for health services.
- The project will contribute reducing the incidence of preventable diseases generally (beyond its initial goal that focused on COVID-19).

- The project has provided capacity strengthening, technical assistance, and equipment to local healthcare providers, enhancing the ability of MOH to deliver quality healthcare services.
- Strengthened health systems and resilience to health challenges. The project has contributed to the overall strengthening of health systems by improving infrastructure, enhancing data management, and promoting evidence-based decision-making. This has increased the resilience of health systems to respond to outbreaks, emergencies, and emerging health threats.

The project's achievements demonstrate its effectiveness in achieving its intended outcomes and objectives. The project's approach, which combines targeted interventions, capacity building, and community engagement, has been instrumental in generating positive and sustainable health outcomes.

Conclusions on the Project's Efficiency:

Main evaluation question 3: Was the project implemented efficiently, in line with international and national norms and standards?

The project has been implemented efficiently, adhering to international and national norms and standards. The project team has demonstrated strong management skills, effective resource allocation, and a commitment to transparency and accountability.

- The project has utilized financial, human, and technical resources effectively to achieve its objectives. Project funds have been managed transparently and in accordance with UNDP and national financial regulations.
- The project has consistently met or exceeded its planned milestones, demonstrating effective project planning, execution, and monitoring.
- The project team has demonstrated flexibility and adaptability in responding to unforeseen challenges and emerging opportunities, making adjustments to the project plan as needed.
- The project's design, implementation, and monitoring have been guided by international best practices and national health policies and guidelines.
- The project team has maintained a high level of transparency and accountability throughout the project cycle, sharing information regularly with stakeholders and subjecting project activities to independent audits and evaluations.

The project's efficient implementation has contributed to its overall success in achieving its objectives. The project team's adherence to international and national norms and standards has ensured that project resources were used effectively, that activities were aligned with best practices, and that project outcomes were sustainable.

The project implementation process was characterized by several strengths, some weaknesses, and a variety of opportunities and threats.

Strengths:

- Strong project management and coordination mechanisms
- Effective monitoring and evaluation systems
- High level of stakeholder engagement
- Flexible and adaptable approach to implementation

Weaknesses:

- Delays in procurement and contracting processes
- Limited capacity of local partners
- Unforeseen changes in the project context

Opportunities:

- Leveraging additional resources from local partners and international donors
- Adapting project activities to address emerging needs
- Capitalizing on partnerships with local organizations and communities

Threats:

- Political instability and economic downturns

- Changes in donor priorities and funding levels
- Natural disasters and other unforeseen events

Despite these challenges, the project team was able to identify and capitalize on opportunities to enhance project outcomes and mitigate potential threats. This proactive approach ensured that the project remained on track to achieve its objectives and make a positive impact on the lives of the beneficiaries.

Conclusions on the Project's Impact:

Main evaluation question 4: What are the direct and indirect, intended and unintended, positive and negative long-term effects produced by the project, directly or indirectly, intended or unintended?

The project's achievements demonstrate its effectiveness in achieving its intended outcomes and objectives. The project's approach will be instrumental in generating positive and sustainable health outcomes on immediate and longer terms.

The project has experienced minimal delays, and those that have occurred have had a negligible impact on cost-effectiveness. The project team has demonstrated a strong ability to manage delays and prevent them from escalating into major cost overruns.

Several factors have contributed to the project's ability to minimize delays and maintain cost-effectiveness:

- The project team conducted thorough planning and risk assessment, identifying potential challenges and developing mitigation strategies.
- The project team implemented robust monitoring and evaluation mechanisms, allowing for early identification and correction of potential delays.
- project team has demonstrated flexibility and adaptability in responding to unforeseen challenges, making adjustments to the project plan as needed.

Key results of the project:

Direct and Indirect, Intended and Unintended, Positive and Negative Long-term effects produced by the project, directly or indirectly, intended or unintended?

The project has generated a range of positive and unintended effects, both direct and indirect. The intended positive effects include:

- Improved access to quality healthcare services for underserved and vulnerable populations.
- Increased capacity of local healthcare providers and institutions.
- Strengthened health systems and resilience to health challenges.

Indirectly, the project has also contributed to:

- Reduced social inequalities and improved access to healthcare for marginalized groups.
- Promoted environmental sustainability and climate resilient through health education and behavior change.

Unintended positive effects include:

- Strengthened collaboration and partnerships among stakeholders.
- Increased awareness of health issues and demand for healthcare services.
- Demonstration of innovative approaches to healthcare delivery and community engagement.

The project's long-term effects are predominantly positive, contributing to improved health outcomes, strengthened health systems, and broader social and economic benefits for communities. The unintended negative effects have been addressed through adaptive management and mitigation strategies.

5.2. Lessons learned:

The project team has meticulously documented the lessons learned from the establishment of the Hospitalization Center in General Hospital Mavalane, as detailed in the 'IsDB Final Report 2023'. The evaluator has thoroughly

reviewed these insights and found them to be highly relevant, offering valuable guidance for future projects of a similar nature. These lessons, encapsulated from real-world experiences and challenges, serve as a crucial resource for planning and executing healthcare infrastructure projects more effectively and efficiently. Here are the key lessons documented:

1. **Site Selection Challenges:** Delays in deciding site requirements impacted project definition and implementation.
2. **Government Engagement and Communication Issues:** Unclear communication among various entities during project approval necessitated excessive engagement.
3. **Governance and Communication Protocols:** The importance of a well-defined governance system and clear communication lines to avoid lengthy decision-making processes.
4. **Project Design Complexities:** Challenges faced due to the comprehensive package design of the project, leading to difficulties in implementing individual units.
5. **Understanding Project Details:** The need for end-user members to be more familiar with engineering and construction details to prevent last-minute complex requests.
6. **Efficiency of Conventional Building Methods:** The advantages of conventional building methods over modular systems in creating resilient, sustainable, and time-efficient structures.
7. **Importance of Qualified Partnerships:** The critical role of engaging qualified companies for design, supervision, and construction to ensure project success.

5.3. Recommendations:

These recommendations are derived from the key results presented in the report and are intended to guide UNDP, MoH, and other stakeholders in improving the effectiveness, efficiency, and sustainability of the project and similar future projects.

C. Recommendations to UNDP:

1. **Enhance Procurement Efficiency:** Address initial challenges in procurement processes to achieve more efficient procurement strategies, especially in emergency contexts.
2. **Improve Project Planning:** Incorporate comprehensive and inclusive planning and stakeholder engagement in the initial phase of projects to align expectations and objectives, minimizing delays and potential budget overruns.

D. Recommendations to MoH:

1. **Capacity Building and Training:** Continue to build capacity and provide training for healthcare providers and technicians to maintain and manage the new infrastructure effectively.
2. **Sustainability and Ownership:** Maintain active involvement in project planning and decision-making, ensuring alignment with national health priorities and strategies, and demonstrating strong commitment to project sustainability.

E. General Recommendations to stakeholders including UNDP:

- **Capacity Building and Training:** Continue to build capacity and provide training for healthcare providers and technicians to maintain and manage the new infrastructure effectively. Ensure end-user members are familiar with engineering and construction details through training and site visits.
- **Sustainability and Ownership:** Maintain active involvement in project planning and decision-making, ensuring alignment with national health priorities and strategies, and demonstrating strong commitment to project sustainability.
- **Diversify Funding Sources:** Explore various funding options, including government allocations and partnerships with private sectors or NGOs, to ensure long-term project sustainability.

- **Robust Monitoring and Evaluation Systems:** Maintain and enhance monitoring and evaluation systems (as part of the PPM) to track progress, identify challenges, and make necessary adjustments for project sustainability.
- **Documenting and Sharing Best Practices:** Encourage the documentation and sharing of lessons learned and best practices to facilitate replication of the project's approach and contribute to broader improvements in healthcare systems.
- **Engage in Site Selection:** Engage actively in the site selection process, considering local health needs and accessibility.
- **Efficiency of Conventional Building Methods:** Consider the practicality and sustainability of building methods in the local context. Conduct feasibility studies and partner with experienced contractors.



Appendix A: Evaluation Matrix

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
Relevance: Overarching question: How does the project relate to the main objectives of UNDP and development priorities at the local, regional, national and international levels?			
1. How relevant were the overall design and approaches of the project?	<ul style="list-style-type: none"> Stakeholder perception of project design relevance. Number of project design elements that align with target needs and context. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
2. To what extent the project was able to address the needs of the target groups in the changed context?	<ul style="list-style-type: none"> Change in needs satisfaction levels of target groups. Number of target group needs addressed by the project. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
3. Does the project's objective align with the priorities of the local government and local communities?	<ul style="list-style-type: none"> Level of alignment between project objectives and local government priorities. Level of alignment between project objectives and community priorities. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
4. Does the project's objective fit within the national development priorities?	<ul style="list-style-type: none"> Level of alignment between project objectives and national development priorities. 	UNDP CO staff Project's technical officers MOH stakeholders	Interviews
5. Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	<ul style="list-style-type: none"> Origin of the project concept (local/national stakeholders). Level of stakeholder involvement in project development. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
6. Did the project's activities overlap and duplicate with other similar interventions (funded nationally and /or by other donors)?	<ul style="list-style-type: none"> Number of overlapping and duplicated activities identified. Level of stakeholder perception of overlap and duplication. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH and other stakeholders	Documents review Interviews

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
7. Was the project linked with and in-line with UNDP priorities and strategies for the country?	<ul style="list-style-type: none"> Level of alignment between project objectives and UNDP country strategies. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
8. What were the strengths, weaknesses, opportunities and threats of the project implementation process?	<ul style="list-style-type: none"> Quality of the project's management, coordination and monitoring procedures (in line with UNDP and national policies, legislation, and procedures) Identified strengths, weaknesses, opportunities, and threats in the project implementation process 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers	Documents review Interviews
9. To what extent is the project leveraging additional resources?	<ul style="list-style-type: none"> Amount/Value of additional resources leveraged. Number of instances where additional resources were leveraged. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
10. To what extent was the existing project management structure appropriate and efficient in generating the expected results?	<ul style="list-style-type: none"> Appropriateness of project management structure. Efficiency of project management structure. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
11. To what extent were lessons learned from other relevant projects considered in the project's design?	<ul style="list-style-type: none"> Number of lessons learned from previous projects incorporated into the project design. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
Impact: Overarching question: What are the direct and indirect, intended and unintended, positive and negative long-term effects produced by the project, directly or indirectly, intended or unintended?			
12. To what extent the project initiatives indicate that intended impact will be achieved in the future?	<ul style="list-style-type: none"> Evidence of project initiatives leading to intended impacts. 	Project documents/ reports Other relevant documents UNDP CO staff	Documents review Interviews

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
	<ul style="list-style-type: none"> Stakeholder confidence in future achievement of intended impact. 		
13. What has happened or is happening in the country that is making this intervention especially relevant now?	<ul style="list-style-type: none"> Identified events or trends making intervention relevant. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers	Documents review Interviews
14. How did the intervention cause higher-level effects?	<ul style="list-style-type: none"> Identified higher-level effects. Degree of association between intervention and higher-level effects. 	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
15. How will the intervention contribute to changing society for the better?	<ul style="list-style-type: none"> Potential societal changes expected from the intervention. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
Effectiveness: Overarching question: To what extent have the expected outcomes and objectives of the project been achieved?			
16. To what extent the project activities were delivered effectively in terms of quality, quantity and timing?	<ul style="list-style-type: none"> Degree of adherence to planned project schedules. Quality of project deliverables as per predefined standards. Number of project activities completed as planned. 	UNDP CO staff Project's technical officers MOH stakeholders Project documents/ reports Other relevant documents	Interviews Documents review
17. To what extent did the project contribute to the MoH outcomes and outputs and national development priorities? Has the project achieved its outputs? What were the major factors influencing the achievement or non-achievement of the outputs?	<ul style="list-style-type: none"> Number of MoH outcomes and outputs achieved by the project. Level of alignment of project outputs with national development priorities. Major factors influencing achievement or non-achievement of outputs. 	UNDP CO staff Project's technical officers MOH stakeholders	Interviews
18. What are the key risks and barriers that remain to achieve the project objective?	<ul style="list-style-type: none"> Number of identified risks and barriers remaining. Stakeholder perception of the severity of these risks and barriers. 	Project documents/ reports UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
19. In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?	<ul style="list-style-type: none"> • Areas of greatest project achievements. • Identified supporting factors for these achievements. • Potential areas for expansion or build-up of these achievements. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
20. Are the project's objectives and outputs clear, practical and feasible within its frame?	<ul style="list-style-type: none"> • Level of clarity of project objectives and outputs. • Feasibility of achieving objectives and outputs within the project timeframe. 	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
21. To what extent have stakeholders been involved in project implementation?	<ul style="list-style-type: none"> • Level of stakeholder involvement in different stages of project implementation. • Number of stakeholder meetings and consultations held during project implementation. 	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
22. To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?	<ul style="list-style-type: none"> • Number of project adjustments made in response to changing needs and priorities. • Stakeholder perception of project responsiveness. 	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
23. To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including impact of climate change on Health Infrastructure?	<ul style="list-style-type: none"> • Change in capacity levels of national implementing partners on environmental advocacy (pre and post-project). • Number of climate change and environmental advocacy initiatives led by national implementing partners post-project. 	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
Efficiency: Overarching question: Was the project implemented efficiently, in line with international and national norms and standards?			
24. To what extent have resources (financial, human, institutional and technical) been	<ul style="list-style-type: none"> • Level of strategic resource allocation. • Percentage of planned resources used to achieve results. 	Project documents/ reports Other relevant documents UNDP CO staff	Documents review Interviews

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
allocated strategically and used to achieve the above results in a timely manner?	<ul style="list-style-type: none"> Degree of adherence to planned timelines. 	Project's technical officers	
25. What factors influenced decisions to fund certain proposed activities, and not others? To what extent did the coordination with other UN agencies and UNDP projects in other CO reduce transaction costs, optimize results and avoid duplication?	<ul style="list-style-type: none"> Identified factors influencing funding decisions. Extent of cost savings through coordination with other UN agencies and UNDP projects. Number of duplicated activities identified. 	Project documents/ reports Other relevant documents	Documents review
26. Has the cost and delivery time of the procured medicine and medical products decreased, and if yes for how much? Is the procurement conducted by UNDP more efficient than other procurement conducted by state and private agents?	<ul style="list-style-type: none"> Quality and adequacy of financial management procedures (in line with UNDP and national policies, legislation, and procedures) Financial delivery rate vs. expected rate Management costs as a % of total costs 	Project documents/ reports Other relevant documents	Documents review
27. Is the project implementation approach efficient for delivering the planned project results?	<ul style="list-style-type: none"> Project milestones in time Planned results affected by delays Required project adaptive management measures related to delays Level of efficiency of the implementation approach. Level of alignment of implementation approach with project results. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
28. Is the project implementation delayed? If so, has that affected cost-effectiveness?	<ul style="list-style-type: none"> Extent of delay in project implementation. Impact of delay on cost-effectiveness. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH and other stakeholders	Documents review Interviews
29. To what extent do the monitoring system utilized by UNDP ensure effective and efficient project management?	<ul style="list-style-type: none"> Effectiveness of the monitoring system in ensuring project management. 	Project documents/ reports UNDP CO staff	Documents review Interviews

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
	<ul style="list-style-type: none"> Efficiency of the monitoring system in ensuring project management. 	Project's technical officers	
Sustainability: Overarching question: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining the long-term project results?			
30. To what extent did the project interventions contribute towards sustaining the results achieved by the project?	<ul style="list-style-type: none"> Extent to which project interventions are designed for sustainability. Evidence of continued impact after project interventions. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders All other stakeholders	Documents review Interviews
31. What is the level of ownership of MoH authorities towards the project?	<ul style="list-style-type: none"> Level of involvement of MoH authorities in the project. Level of MoH authorities' commitment to the project's sustainability. 	Project documents/ reports UNDP CO staff Project's technical officers MOH and other stakeholders	Documents review Interviews
32. What are the plans or approaches of the MoH to ensure that the initiatives will be continued after the project ends?	<ul style="list-style-type: none"> Existence and quality of sustainability plans for the initiatives. 	All other stakeholders including donors and patients	Interviews
33. What are the key factors / recommendations that will require attention in order to improve prospects of sustainability of the Project outcome and the potential for replication of the approach?	<ul style="list-style-type: none"> Identified key factors/recommendations for sustainability and replication. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders All other stakeholders including other donors	Documents review Interviews
34. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the IsDB assistance ends?	<ul style="list-style-type: none"> Degree of dependence of project results on continued financial support. Probability of availability of required financial resources post-project. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews

Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
35. Does the end beneficiary have the necessary technical capacity to ensure that project benefits are maintained?	<ul style="list-style-type: none"> Level of technical capacity of end beneficiary. Degree of confidence of end beneficiaries in maintaining project benefits. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
36. To what extent are the project results dependent on socio-political factors?	<ul style="list-style-type: none"> Degree of dependence of project results on socio-political factors. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews Online Questionnaire
37. To what extent are the project results dependent on issues relating to institutional frameworks and governance?	<ul style="list-style-type: none"> Degree of dependence of project results on institutional frameworks and governance. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
38. What could be potential new areas of work and innovative measures for sustaining the results?	<ul style="list-style-type: none"> Identified potential new areas of work. Identified innovative measures for sustainability. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
39. To what extent have lessons learned been documented by the project to inform the project for needful change?	<ul style="list-style-type: none"> Existence and quality of lessons learned documentation. 	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews

Thank you!

End of the report.