

# Health System Strengthening Project (July 2021-December 2023) Support to PELF Implementation and Waste Management

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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 "Health System Strengthening" project, launched on September 30, 2021, by UNDP in collaboration with Mozambique's Ministry of Health, has the supply chain and waste management strategic axis of intervention focused on improving healthcare infrastructure and waste management systems. Funded by The Global Fund through the Ministry of Health, it aimed to enhance the safety, security, and storage conditions of health products at the sub-national level, with a budget of around \$7.8 million. Key objectives included reinforcing the medical supply chain and improving waste management practices, aligning with (and to support implementation of) the National Logistics Pharmaceutical Plan Essential Medicines Program (PELF).

### Key Findings and Conclusions:

#### Relevance

- The project aligns with Mozambique's national health priorities, focusing on improving pharmaceutical logistics, waste management – through climate resilient health infrastructure. Interviews with stakeholders reflected an important correspondence with the local health requirements. This includes an emphasis on enhancing warehouse capacities, managing medical waste effectively, and improving health logistics.
- The feedback consistently highlights how these focus areas are crucially aligned with the prevailing health challenges in the community. By concentrating on these aspects, the project addressed vital components of the health system that directly impact the efficiency and safety of healthcare delivery. The emphasis on warehouse capacity ensured that essential medical supplies are stored adequately and are readily available when needed. Effective medical waste management was critical for maintaining a safe and hygienic healthcare environment, reducing the risk of infection spread. Lastly, optimizing health logistics contributes to the smoother operation of healthcare services, ensuring timely delivery and distribution of medical resources. This alignment with local health needs demonstrates the project's relevance and responsiveness to the specific health challenges faced in the area.

#### Effectiveness

- The Project was effective in its delivery and compliance, overcoming challenges such as land legalization, hiring contractors' difficulties, and equipment delays due to importation linked to world crises resulting from impact of Russian- Ukraine war, while aligning closely with the country's healthcare goals.
- Key achievements included healthcare infrastructure developments like the expansion of the Beira Warehouse and installation of mobile incinerators, enhancing both medical supply distribution and waste management.
- Stakeholder involvement was extensive, with active participation from UNDP, health directorates, hospital administrators, the Ministry of Health, and local health directorates, ensuring the project met regional health needs and was adaptable to evolving priorities.
- The project's objectives were clear, practical, and responsive to Mozambique's national health system's needs, particularly in pharmaceutical logistics and emergency response. This adaptability, coupled with UNDP's role in enhancing partners' capacities in environmental advocacy, underscores the project's comprehensive and effective approach to strengthening Mozambique's health system.

#### Efficiency

- The Project demonstrated notable efficiency in its operations, resource management, and procurement processes.
- Despite facing technical issues at contracts level and beneficiary requests, the project managed to overcome initial planning oversights, including an 11% contract-level addendum, by strategically utilizing financial,

human, institutional, and technical resources. This allocation, particularly in infrastructural improvements, enhanced healthcare services and aligned with the project's goals.

- Efficient project management was evident in overcoming challenges such as the COVID-19 pandemic, and equipment procurement delays (as mentioned above). The project's monitoring system, utilizing tools like Risk Logs, effectively managed risks, ensuring efficient and adaptive project management.

### **Impact**

- The Project was set to significantly impact the country's healthcare landscape, particularly focusing on long-term objectives like strengthening the national health system, with an emphasis on vulnerable populations and reducing geographical inequalities resulting from a centralized supply chain.
- The project's design and strategies aimed to significantly enhance Mozambique's health infrastructure and services, especially in areas with the greatest need. It underscores the importance of on-the-job training and stakeholder engagement as key elements for sustainable health services beyond the project's completion.
- The project's achievements are anticipated to have a lasting effect, notably in improving healthcare delivery and medical supply systems, contributing effectively to national healthcare strategies. This includes modernizing the medical supply chain infrastructure, enhancing warehousing and stock management, and introducing innovative medical incinerators, all contributing to a stronger, more resilient healthcare system capable of addressing both current challenges and future health scenarios. The project's success in these areas is expected to provide lasting benefits, thus improving the efficiency, effectiveness, and sustainability of Mozambique's healthcare system.

### **Sustainability**

- The Project, designed with sustainability at its core, focused on maintaining improvements beyond its implementation phase. Emphasizing resilient health systems, it involved emphasis on capacity building, including training in incinerator use, to ensure operational viability, with both government and community engagement for long-term maintenance.
- Despite facing challenges like detailed planning and local climate considerations, the project's commitment to sustainable health solutions was evident.
- The Ministry of Health (MoH), through the Mozambique Central Medical Stores (CMAM), played crucial role in sustainability, although personnel changes have highlighted the need for more consistent monitoring. The project has notably enhanced the MoH's capacity for managing large-scale projects and waste management, underlining the necessity for inclusive and comprehensive training at the central level.
- The prospects for sustaining the project's infrastructure appear promising, thanks to active involvement and capacity-building efforts. Additionally, the project has integrated innovative environmental solutions, such as solar-powered incinerators and the use of recycled oil, laying a groundwork for future sustainable practices in health system strengthening. Its commitment to environmental sustainability, alongside community ownership and institutionalization, is key to long-term impact and success.
- Future sustainability will hinge on expanding community engagement, continuous training in sustainable technology operation, and collaboration with environmental experts to introduce new sustainable practices, ensuring effective health interventions and positive contributions to environmental conservation.

### **Lessons Learned:**

1. Emphasize the necessity of meticulously planning all project aspects, including scope, resources, and timelines, to mitigate unforeseen challenges and ensure smooth execution.
2. Ensure active involvement of local stakeholders throughout the project. This should include regular consultations, feedback sessions, and community collaborations to align the project closely with local needs and priorities.
3. Develop strategies to adapt to changing circumstances and unforeseen challenges effectively. This includes contingency planning and being open to iterative changes in the project's course as required by ground realities.

4. Establish clear and consistent communication channels with all stakeholders, particularly with key organizations like UNDP and the Ministry of Health. This involves regular updates, transparent decision-making processes, and collaborative problem-solving.
5. Define project objectives and scope clearly from the outset. Set up robust governance mechanisms to guide implementation, ensuring accountability, clear roles, and responsibilities.
6. Prepare for potential challenges during project execution by developing a proactive approach to problem-solving. This includes setting up dedicated teams or focal points to monitor progress and address issues promptly.
7. Enhance procurement systems for efficiency and effectiveness. Ensure robust technical advisory is available for critical decision-making, improving project outcomes.
8. Actively involve government institutions in the planning process. This ensures that the project aligns with national policies and leverages governmental support for better implementation and sustainability.

## Recommendations for Stakeholders

### A. Recommendations for UNDP:

1. Implement more robust monitoring systems to track project progress at the contracts level and address challenges promptly.
2. Focus on capacity-building initiatives (in-line with UNDP developmental mandate) to enhance local technical expertise and management skills.
3. Foster partnerships with the government for knowledge exchange and technical support and diversify the collaboration beyond the construction of health infrastructure.

### B. Recommendations for the Ministry of Health:

1. Implement more robust monitoring systems to track project progress and address challenges promptly.
2. Focus on capacity-building initiatives to enhance local technical expertise and management skills.
3. Adopt a holistic approach to address the health system's needs, including infrastructure, logistics, and human resources.
4. Develop strategies to enhance adaptability in the face of unforeseen challenges, such as pandemics or disasters, while prioritizing environmental soundness and social equity in health interventions to ensure their long-term viability.
5. .
6. .

## Future Directions:

The Future Directions section builds on the successful collaboration and partnership between UNDP and the Ministry of Health. Ideas emerged during the interviews with the key stakeholders including:

1. Continue and enhance UNDP's work in developing supply chain management and waste disposal systems in healthcare. Focus on making these systems more efficient and sustainable. This involves using better technology, following best practices, and constantly improving. The goal is to help healthcare services work well and be environmentally friendly.
2. .
3. Emphasize the need for ongoing advocacy to secure necessary resources. This includes financial, technical, and human resources to support the expansion and sustainability of the programme initiatives.
4. Strengthen efforts in advocating for health financing, ensuring adequate funding for healthcare initiatives and infrastructural development.
5. Prioritize capacity building for healthcare personnel, focusing on one-job training and development to improve healthcare delivery and management.
6. Provide consistent and comprehensive technical support to the Ministry of Health, enhancing their capabilities in establishing health systems effectively and progressively, in coordination with key health sector partners, continue ensuring coordination for effective management of handed over infrastructure.

7. Continue establishing climate-resilient infrastructure and promoting the use of smart facilities powered by renewable energy where applicable to mitigate risks inherent to impact of climate change on health.
8. Implement modern management systems in national medical stores, incorporating renewable energy solutions and security features to optimize healthcare supply chain management.

## Section 1: Background and context

### 1.1. Context before the project:

Mozambique, a southeastern African nation, faces numerous health challenges, including high rates of infectious diseases like HIV/AIDS, malaria, and tuberculosis, along with escalating non-communicable diseases. A range of systemic issues, including limited access to quality healthcare services, have historically hindered the overall health outcomes. The prevalence of HIV and other infectious diseases further strained the healthcare system, exposing its vulnerabilities and reinforcing the necessity for improvements and resilience building. The COVID-19 pandemic has added another layer of complexity to an already stretched health system, exposing the profound need for stronger, more climate resilient healthcare infrastructure for efficient service delivery. While the country has made strides in the past decade in improving health outcomes, significant gaps and challenges remain, necessitating comprehensive and sustained interventions. These challenges include gaps in healthcare personnel, lack of sufficient number of adequate health facilities, and suboptimal supply chain management for essential drugs and supplies.

The United Nations Development Programme (UNDP), in collaboration with the Government of Mozambique, has been implementing projects aimed at improving the overall health infrastructure in the country, a central pillar of PELF implementation, planned in coordination of other health sector partners in the different domains of HSS and supply chain and logistics specifically. The project primarily focused on bolstering the safety, security, and storage conditions of medicines, vaccines, and other health products at the sub-national level and enhancing the systems for adequate waste management. The UNDP Country Office (CO) in Mozambique is undertaking an end-of-project evaluation of the project.

Recognizing the critical need for improved health infrastructure, in 2021, the UNDP and the Government of Mozambique, through the Ministry of Health (MoH), partnered to continue the project to address these issues. It built on the success achieved through implementing the NFM2 grant. The project received funding only from the Global Fund, and implementation began in the latter part of the year. The project, in operation since 30 September 2021, used a Direct Implementation Modality (DIM) and it was executed in partnership with the Ministry of Health (MoH) - Mozambique Central Medical Store (CMAM). The project's interventions involved the rehabilitation of the administrative building in Beira city, Sofala province, which led to the expansion of its pallet capacity to more than 5000 for the Medical Warehouse. Simultaneously, procurement processes were initiated for necessary warehouse equipment, followed by installation and training of personnel for its operationalization. The other key intervention of the project centered around enhancing waste management systems, a crucial aspect often overlooked but paramount in ensuring the sustainability of health interventions.

### 1.2. Basic description of the project:

Project Key Information <sup>1</sup>		
Project title:	"Health System Strengthening" (HSS)	
Corporate outcome and output	Outcome: 1.1: Human development, multi-dimensional poverty, gender equality and public health management. 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. 1.1.2. Equitable, resilient and sustainable systems for health and pandemic preparedness strengthened to address communicable and non-communicable diseases	
Country	Mozambique	
Date project document signed	7 July 2021	
Project dates	Start	Planned end

<sup>1</sup>Project Progress Reports.



Project Key Information <sup>1</sup>		
	30 September 2021	31 December 2023
<b>Project budget at time of start</b>	<b>US\$ 7,794,232</b>	
<b>Funding source</b>	<b>Global Fund to Fight AIDS, Tuberculosis (TB) and Malaria (GFATM) Through the Ministry of Health</b>	
<b>Implementing parties</b>	<b>UNDP Mozambique</b>	

### A. Project objectives and outcomes:

The project's principal objectives included improving the safety and storage conditions for health products at a sub-national level and enhancing waste management systems. Achieving these objectives is expected to contribute significantly to Mozambique's health system strengthening and the implementation of the National Logistics Pharmaceutical Plan Essential Medicines Program (PELF). UNDP aimed to support developing the capacity of MOH sectors and departments responsible for delivering on medicine safety, security and storage conditions capacity and enhancing the efficiency, effectiveness, transparency, and accountability of the national healthcare supply system. The Project, which is part of a bigger program (Health System Strengthening), is a pioneering endeavor initiated with the purpose of strengthening Mozambique's medical supply chain and logistics. As a vital part of the UNDP framework, the project aligned with the objectives of the Agenda 2063 of the African Union, the 2030 Agenda for Sustainable Development, and the UNDP Strategic Plan 2018-2021. Specifically, it aimed to contribute significantly to UNDAF Outcome 8 / CPD Outcome 68, demonstrating a broad-reaching impact across multiple facets of the healthcare spectrum.

The anticipated results of this project are multifaceted. By aligning with the UNDP Country Program Document, the project expected to improve service delivery and also help strengthen the capacities of both national and sub-national entities. The project also envisioned the enhancement of waste management systems. Furthermore, the project aligned with and supports key national health strategies including the National HIV Strategy 2015-2020 (PEN IV), the draft National HIV Strategy 2021-2025 (PEN V), and the Health Sector Strategic Plan (2019/2024). It supported the scale-up of "Treat All", the National Acceleration Plan and other HIV prevention interventions. In addition, sustainability, and the potential for scaling up were core aspects of this project. A long-term view has been taken to ensure the continued functionality and maintenance of the healthcare infrastructure. As a result, the project intended to create immediate improvements and serve as a model for future health infrastructure projects.

### 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 was 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):

The project "the CMAM component of the Health System Strengthening Project" was launched in NFM2 and continued in NFM3 with the aim of achieving improved health outcomes and strengthening health systems in Mozambique. It followed a methodical approach, focusing on the establishment of key infrastructure, and bolstering the supply chain for medical equipment and supplies.

1. The first objective focused on the construction and rehabilitation of the Administrative building in Beira city, Sofala province. This entailed the expansion of the medical warehouse to a pallet capacity of more than 5000, which was aimed at increasing the warehouse's storage capacity by 60% from its previous capacity. This was

crucial for accommodating the increasing demand for storage space due to the growing population and the corresponding increased need for health products. In addition, the project aimed at ensuring the proper handling and storage of health products by providing specialized training to warehouse staff members. The project set out to equip the warehouse with state-of-the-art storage infrastructure and equipment, intending to reduce product losses due to improper storage. Also, the project aimed to achieve a 50% reduction in the average time taken to process and deliver health products to health facilities across the country, thus improving the overall efficiency of the supply chain.

2. The second objective was to improve waste management systems in the health facilities. The project aimed to introduce eco-friendly waste management practices in the health facilities in Mozambique by the end of the project period. The plan was to reduce the volume of non-degradable waste produced by the two selected health facilities by 40%, thus significantly reducing the environmental impact of these facilities.

By achieving the above objectives, the project was expected to make a significant contribution to Mozambique's health system strengthening and the implementation of the National Logistics Pharmaceutical Plan. As a result, the project aimed to increase access to essential medicines and other health products for the population living in Sofala province areas by the end of the project period.

### The key Inputs:

To achieve these objectives, the project invested in strengthening the quality assurance mechanisms, expanding storage capacities for drugs, and improving waste management systems. The project planned to establish incinerators for environmentally friendly pharmaceutical waste disposal. The key inputs needed to operationalize the project included:

- Permits, licensing, labor conditions, and social/environmental considerations.
- Establish linkages and synergies with other health partners and UN Agencies, members of GTCAL, for strategic partnerships.
- Alignment with PELF goals.

### The Key Outputs:

Within the timeframe of the project the following key results were targeted:

**Output 1: Improvement of safety, security, and storage conditions of medicines, vaccines, and other health products at the sub-national level.** This was planned to be achieved through the rehabilitation and expansion of the administrative building, which now boasts over 5000 pallet capacity for Medical Warehouse in Beira city, Sofala province, as well as procurement, installation, and training for Beira Medical Warehouse equipment.

**Output 2: Enhancement of systems for adequate waste management, in alignment with national priorities and stakeholders' needs.** The project aimed to support the procurement and installation of two (2) mobile and containerized incinerator(s) which meant to reduce the maintenance and management costs of the respective Medical Warehouses

### The Key Processes:

1. **Preparation Phase Completed:** To assess project options, including location suitability, geophysical analysis, legal compliance, viability, timelines, risks, social, and environmental aspects.
2. **Priority Provinces:**
3. The rehabilitated Central Warehouse supplies the Central region (Sofala, Manica Tete, Zambézia) including the Beira and Quelimane Central Hospitals – covering a total of 187 US. The total population covered by the 187 US is 2,674,787.
4. **Amendments:** Changes in the plans and agreements with the Ministry of Health (following the initial agreement was signed). An amendment (No. 1) to a financing agreement between the UNDP and the Government of Mozambique was signed. This amendment aims to increase the financial contribution and extend the project's end date to enhance the "Health System Strengthening" initiative. Specifically, it increases

the funding from approximately \$9.4 million to \$13.2 million and extends the project deadline to December 31, 2023. The amendment outlines specific financial allocations for CMAM, COVID-19 response efforts by the National Health Institute, and Cahoe Deleado.<sup>2</sup>

5. **Compliance:** Civil works adhere to UNDP policies and procedures for transparency and accountability.
6. **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.
7. **National Ownership:** Ministry of Health participated in the Project Board and monitoring field visits to ensure national ownership and participation.
8. **Stakeholder Inclusion:** Subnational stakeholders involved in the design and implementation process.

### The Outcomes:

The project was aligned with several global and national strategies, making it an essential part of a broader international development agenda. These include the agenda 2063 of the African Union, the 2030 Agenda for Sustainable Development, and the UNDP Strategic Plan 2018-2021. Nationally, the initiative supports the goals of the National HIV Strategy 2015-2020 (PEN IV), the draft National HIV Strategy 2021-2025 (PEN V), and the Health Sector Strategic Plan (2019/2024). In addition, the project was strategically linked to the implementation of the National Logistics Pharmaceutical Plan.

### 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 was the implementing partner responsible for project execution and management.
- Local Government Authorities at the different levels: 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.
- Other Stakeholders: HPG, GTCAL, and DIEH.
- The Donor: The Global Fund (through MoH) provides funding and support for the project.

### D. Key implementation partners:

- Implementing organization: UNDP was the Implementing Partner and as such 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.

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<sup>2</sup> Mozambique Health NFM3 Addenda 1

## Section 2: Evaluation objective, scope, and purpose

### 2.1 Objectives

The primary purpose of the evaluation was 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 effectiveness, efficiency, relevance, sustainability, and potential for impact in accordance with the OECD / DAC (Organization for Economic Co-operation and Development / Development Assistance Committee) evaluation criteria, particularly in relation to the implementation of the PELF and waste management normatives in Mozambique.

The evaluation has the following specific objectives:

1. To assess the relevance of the project by examining the project's alignment with the priorities of the MoH/CMAM
2. To review the effectiveness and efficiency of the project's implementation approaches, deliverables, and results. This includes examining the alignment of the project with national priorities and the overall impact on the health sector.
3. To examine the sustainability of the project's results and assess the likelihood of their continuation after the project ends.
4. To assess the project's impact by examining the project's contribution to the improvement of supply chain and logistics in Mozambique.
5. To identify and analyze any risks and opportunities that could influence future interventions and provide practical and actionable recommendations for future projects.

### 2.2 Scope:

This evaluation was conducted to examine the relevance, effectiveness, efficiency, sustainability, and impact of the project in accordance with the OECD / DAC evaluation criteria. It seeks to assess whether the project's results align with the broader objective of supporting PELF and waste management normatives in Mozambique. Additionally, the evaluation aims to offer learnings and recommendations for future projects in this realm. The process also provided accountability to the project's funding partners and other stakeholders. This comprehensive evaluation covered all aspects of the project from its inception to the present day. It included a review of the project's strategic relevance, the efficiency and effectiveness of its implementation, the sustainability of its results, and its overall impact on the health sector in Mozambique particularly on scope of CMAM. This entails assessing whether the project's activities have been pertinent to Mozambique's needs, how well resources have been used, whether desired outcomes are likely to be sustained and whether the project has substantially contributed to improved health product management. The evaluation also reviewed the project's alignment with national priorities and responsiveness to stakeholder needs, assessed its technical and operational approaches and deliverables and evaluated the quality of its results and their impact. Importantly, it also scrutinized the external factors that may have influenced the project, positively or negatively, and the project's planning, management, and quality assurance mechanisms.

### 2.3 Purpose:

The purpose of this evaluation was to assess the implementation and the outcomes of the "CMAM component systematically and objectively of the Health System Strengthening" project in Mozambique. The evaluation aimed to provide valuable insights and recommendations for future interventions, whilst fostering accountability and learning among the involved stakeholders.

The evaluation was designed to:

- Assess the project's achievements: The evaluation examined the degree to which the project has achieved its stated objectives, with a focus on the eight strategic directions outlined in the Health Sector Strategic Plan (relevant to scope of CMAM component): accessibility, quality, geographic disparities, efficiency, partnerships, transparency, health system strengthening, and public health emergencies management.
- Measure the project's contribution to the PELF: The project's contribution to the targets set by the National HIV Strategy 2021-2025 (PEN V), and the Health Sector Strategic Plan 2014-2019 was assessed.

- Examine the project's alignment and contribution to international frameworks: The evaluation examined the CMAM component of the HSS project's alignment with international targets such as Agenda 2030's Sustainable Development Goals (SDGs) and African Union's Agenda 2063 and determine its contribution towards these international commitments.
- Understand the project's performance and management: it examined how the project has been implemented and managed, including an assessment of partnerships, project monitoring and coordination mechanisms, resource utilization, and response to project challenges.
- Identify lessons learned and formulate recommendations: This includes the identification of successful and unsuccessful project practices and the reasons why, and the development of recommendations for future interventions.

The primary users of this evaluation report will be UNDP, the Mozambican Ministry of Health, the donor, other key stakeholders as applicable, and future implementers of similar health system strengthening projects as relevant. The evaluation findings will be widely disseminated to project board members to inform future project designs and implementations, enhance transparency and accountability, and contribute to the evidence base for health system strengthening in Mozambique and beyond.

## 2.4 Evaluation Questions

The key evaluation questions were based on the following OECD-DAC evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability. These questions guided the evaluation process to ensure a comprehensive and systematic project assessment. Specific evaluation questions were developed in a participatory manner with key stakeholders during the inception phase of the evaluation.

Appendix A (Evaluation Matrix) provides a detailed account of the evaluation questions and how the evaluation approached the answers to these questions methodically. The evaluator does not have any recommendations to change, alter, or add any evaluation questions.

For the evaluator, the objectives, purpose, and questions are clear as presented in the TOR. The evaluation design, as presented in the next section of this report, was adequate to provide the required evidence to achieve these objectives. The initial assessment of the TOR indicated that the set of evaluation questions was very comprehensive and covers the scope of the evaluation. The evaluator does not recommend any additional questions to complement these initial questions.

## Section 3: Evaluation approach and methodology

This section provides details on how the evaluation team 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 was conducted, based on the set of principles, norms and standards developed by UNEG<sup>3</sup>, as well as applying the requirements laid down by the UNDP Evaluation Policy<sup>4</sup> and UNDP Evaluation Guidelines<sup>5</sup> (revised, 2021).

The evaluation adopted a mixed-methods approach, combining both qualitative and quantitative data to comprehensively understand the progress and achievements of the project, as well as documentation of lessons learned. 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 ensured that a diverse range of diverse stakeholders were 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 examined the fidelity and quality of the implementation of the project, as well as how the interventions bring about the outcomes. It focused 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.
- ✓ Process<sup>6</sup> mapping was done to assess project fidelity and the quality of implementation. The Project Document has outlined 'what' the project aims to achieve (by adopting pathways for a change), and the evaluator was keen to understand if the process (the how) was also sound and robust.
- ✓ A Context Analysis Approach used more 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). This approach looks at other broader issues highlighted in the published and unpublished literature on results associated with the motivation to change and the decision-making approach that are not necessarily linked to the causal chain of results as identified by the ToC.

#### Outcome Evaluation

The evaluator adopted an Outcome Evaluation design combined with value-added assessment. Outcome Evaluations assess the progress of project outcomes in the target population and project effects. 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 indicator- 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, we emphasized the identification of project outcomes for the main beneficiaries. This approach enabled stakeholders to see the resulting changes (intended or unintended). The evaluator looked into the context before and after the project rollout and compared the results across the sites included in the evaluation.

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<sup>3</sup> <http://www.unevaluation.org/document/detail/1914>

<sup>4</sup> <http://web.undp.org/evaluation/policy.shtml>

<sup>5</sup> [http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\\_Evaluation\\_Guidelines.pdf](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)

<sup>6</sup> 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.<sup>7</sup> Each criterion covered specific thematic areas that are assessed within the evaluation process. Defining the evaluation criteria was 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
<b>Relevance</b>	<p><b>Relevance is the extent to which the project's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.</b></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). 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"> <li>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.</li> <li>Capacity to address the needs of vulnerable groups and gender issues (both at project and stakeholder's level).</li> <li>Ability/potential to transform to the fast-changing political context taking into consideration risks/challenges mitigation strategy.</li> <li>Responsiveness to the needs and priorities of all groups</li> </ul>
<b>Efficiency</b>	<p><b>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.</b></p> <p>The evaluation assessed project outputs measures – qualitative and quantitative – to indicate favorable outcomes and progress.</p>	<ul style="list-style-type: none"> <li>Capacity of project management structure (as outlined in the project document) to generate the expected results.</li> <li>Capacity of the project to productively use the resources in achieving its goals.</li> <li>Strategic allocation of resources (funds, human resources, time, expertise, etc.) to achieve the relevant outputs and outcomes.</li> <li>Capacity of the project to observe the deadlines of activities, in the achievement of results and use of funds.</li> <li>Capacity of the project to provide value for money.</li> <li>Delays in project implementation and their impact on results and cost-effectiveness.</li> <li>Allocation of resources considered gender equality.</li> <li>Appropriateness of differential allocation of resources.</li> </ul>
<b>Effectiveness</b>	<p><b>Effectiveness is the extent to which the project's objectives were achieved or are not achieved.</b></p>	<ul style="list-style-type: none"> <li>Overall performance of the Project with reference to its respective projects documents/cost-sharing</li> </ul>

<sup>7</sup> <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>



Evaluation Criteria	Definitions & evaluation approach	Potential areas to measure the criteria
	<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>	<p>agreements, strategies, objectives and results at outcome and output levels.</p> <ul style="list-style-type: none"> <li>• Results achieved beyond the logical framework.</li> <li>• Factors for effectiveness or ineffectiveness.</li> <li>• Areas of the project with greatest achievements &amp; supporting factors.</li> <li>• Capacity of the project to build on or expand these achievements.</li> <li>• Opportunity for a different methodological and implementation approach for project effectiveness.</li> <li>• Ways of stakeholders' involvement in project implementation.</li> <li>• Capacities and capabilities generated by the project in establishing national ownership.</li> <li>• Responsiveness of the project to the needs of the national constituents and changing partner priorities.</li> <li>• Capacity of the project to contribute to gender equality, the empowerment of women and the realization of human rights.</li> </ul>
<b>Impact</b>	<p><b>"Impact is the positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended."</b></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"> <li>• Broad changes attributable to the project in the societal, economic, environmental context, or the health sector.</li> <li>• Change in the capacities and practices of MoH as a result of the project interventions.</li> <li>• Any changes in policy or institutional practices as a result of the project's influence.</li> <li>• Unintended consequences of the project, whether positive or negative.</li> <li>• Scalability and replicability of project results.</li> <li>• The role of the project in the broader socio-political changes in the country.</li> <li>• 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.</li> </ul>
<b>Sustainability</b>	<p><b>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.</b></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"> <li>• Ability of the project results to continue after project end.</li> <li>• Areas with the most sustainable results &amp; most promising areas requiring further support.</li> <li>• Availability of financial and economic resources to sustain the benefits achieved by the project.</li> <li>• Risks related to legal frameworks, policies and governance structures and processes that may jeopardize sustainability of project results and benefits.</li> <li>• Appropriate awareness level to support the Project's long-term objectives.</li> <li>• Adequacy of capacity development initiatives for partner organizations to ensure sustainability.</li> </ul>



Evaluation Criteria	Definitions & evaluation approach	Potential areas to measure the criteria
		<ul style="list-style-type: none"> <li>• 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.</li> <li>• Availability of well-designed and well-planned exit strategies of UNDP interventions.</li> </ul>

The evaluator assessed the extent to which the project has achieved 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 was used for the evaluation. The evaluator maintained their independence, while ensuring that the evaluation was 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 who provided insightful perspectives for the evaluation.

#### Ministry of Health, Mozambique:

- Coordinator at the MoH Project Management Unit.
- Director of CMAM.
- Officer of MoH Department of Infrastructure allocated to the project.
- Technical Expert in Health Infrastructure/ CMAM.

#### United Nations Development Program:

- Programme Manager / Health
- Project staff (Contract Managers).

#### Other stakeholders:

- CCM Country Coordinator for Mozambique.

### 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 was conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluations<sup>8</sup>. Particularly, the evaluation process has safeguarded 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 was 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 was committed to conducting this evaluation in line with UNDP evaluation ethics or any other reference standards required. The evaluator upheld his 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 limitations experienced and their respective mitigation strategies:

1. **The evaluator was not able to visit Mozambique.** to observe efficiency in conducting the evaluation, 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.
2. **Limited Accessibility to Project Sites:** Some project sites might be in remote areas, making them physically difficult to reach due to poor infrastructure, or due to climate-related challenges such as flooding.  
Mitigation: Plan a virtual field visit well in advance and coordinate with local contacts for logistical support. Consider remote interviewing techniques, if necessary.
3. **Language and Cultural Barriers:** These might present challenges in communicating effectively with project beneficiaries and local stakeholders.  
Mitigation: Employ local staff (project staff) familiar with the local language and culture. Also, ensure the evaluator was sensitized to local customs and norms.

### 3.7 Cross-cutting issues:

This evaluation addressed the cross-cutting issues highlighted in the TOR. At the desk review stage, an analysis of how the cross-cutting issues were incorporated in the project design, operational planning, monitoring, and reporting. For interviews, there was a diverse range of stakeholders engaged.

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<sup>8</sup> <http://www.unevaluation.org/document/detail/2866>

Conceptually, this project can contribute to social inclusion in several ways:

- ✓ **Accessible Health Services:** By strengthening the national health system and reinforcing the medical supply chain, the project aims to make healthcare services more accessible to population of targeted province , including marginalized and socially excluded groups.
- ✓ **Empowerment Through Knowledge Transfer:** The project foresees the transfer of knowledge and skills to key personnel at national, provincial, and district levels.
- ✓ **Waste Management:** The project indirectly promotes a healthier environment for all community members, including socially excluded groups, by improving waste management systems.

## Section 4: Findings

### 4. 1. Relevance

#### **Summary of findings:**

The project aligns with Mozambique's national health priorities, focusing on improving pharmaceutical logistics, waste management, and healthcare infrastructure. Interviews with stakeholders reflected a correspondence with the local health requirements. This includes an emphasis on enhancing warehouse capacities, managing medical waste effectively, and improving health logistics. The feedback consistently highlights how these focus areas are crucially aligned with the prevailing health challenges in the community. By concentrating on these aspects, the project addressed vital components of the health system that directly impact the efficiency and safety of healthcare delivery. The emphasis on warehouse capacity ensured that essential medical supplies are stored adequately and are readily available when needed. Effective medical waste management is critical for maintaining a safe and hygienic healthcare environment, reducing the risk of infection spread. Lastly, optimizing health logistics contributed to the smoother operation of healthcare services, ensuring timely delivery and distribution of medical resources. This alignment with local health needs demonstrates the project's relevance and responsiveness to the specific health challenges faced in the area.

#### 4.1.1. Alignment with Development Priorities

##### **National Alignment:**

##### **Evaluation Questions:**

**(1) Does the project's objective align with the priorities of the local government and local communities? (2) Does the project's objective fit within the national development priorities? (3) Does the project objective fit Global Fund strategic priorities?**

##### **Summary findings:**

**The evaluation revealed a meaningful alignment of the Health System Strengthening Project with both local and national health priorities in Mozambique, as well as with the strategic priorities of the Global Fund. This alignment was evident in the project's targeted focus on enhancing warehouse capacities, managing medical waste, and improving overall health logistics. The project's initiatives, like the development and requalification of warehouses and the implementation of medical waste incinerators, demonstrate a deep understanding of and response to local and national health system needs. Furthermore, the project's integration within broader national development goals and its strategic alignment with the Global Fund's objectives underscored its relevance and potential impact on the country's health sector. The consistent focus across various components on improving infrastructure, logistics, and supply chain management highlighted a comprehensive approach to strengthening the health system in Mozambique.**

The evaluation of the Health System Strengthening Project revealed a strong alignment with local health needs and community priorities in Mozambique. This was evidenced by the project's focus on key areas such as enhancing warehouse capacity, medical waste management, and health logistics. The development and requalification of warehouses cater to the urgent need for quality medicine storage and availability, directly responding to the specific health priorities identified by local communities. The strategic positioning and expansion of facilities, exemplified by the Beira warehouse, demonstrates a tailored approach to meet the demands of central regions. These initiatives showcase the project's deep understanding of local health challenges and its commitment to addressing them effectively, ensuring that the health system's improvements are closely aligned with the actual needs and priorities of the communities it serves.

At the national level, the project aligns seamlessly with Mozambique's development priorities, as well as the strategic goals outlined by the UNDP in the CPD Mozambique 2022-2026. The project's initiatives, such as the rehabilitation of medical warehouse in Sofala province, directly contribute to a more efficient and decentralized medical supply chain. The alignment with the national health strategy and economic plan, particularly in improving

warehouse infrastructure and logistics, underscores the project's substantial role in enhancing national health outcomes. By dovetailing with broader development goals, the project not only addressed immediate health system needs but also contributed to the overall strengthening of governance and human development in Mozambique. Furthermore, the project demonstrated a clear alignment with the strategic priorities of the Global Fund. The initiatives undertaken, such as the reconstruction and expansion of the Manica warehouse following a fire, are in direct response to the strategic needs identified by the Ministry of Health and supported by the Global Fund.

The implementation of the new System (nSIMAM) based on openLMIS in CMAM aligns seamlessly with the broader strategic goals of Mozambique's healthcare sector, specifically in the arenas of supply chain management and waste disposal. This integration marks a significant stride towards enhancing the efficiency and transparency of the healthcare supply chain. By facilitating data visibility from the community health units up to the central level, nSIMAM ensures that critical information regarding stock levels, consumption patterns, and potential wastage is readily available. Moreover, this system aids in identifying and addressing potential bottlenecks in the supply chain, which was essential for maintaining a steady flow of medical supplies and nutritional products essential for treating acute malnutrition. Additionally, by optimizing supply chain processes, nSIMAM indirectly contributes to efficient waste management. It enables the healthcare system to order and stock only what is necessary, reducing the risk of expiration and wastage of medical and nutritional supplies. This alignment with Mozambique's strategic healthcare goals not only enhances the operational efficiency of CMAM but also reinforces the commitment to sustainable healthcare practices, which is crucial for the long-term success of public health initiatives.

It's essential to acknowledge areas where the project could have improved. While the project aligned well with UNDP's objectives and local health priorities, there were missed opportunities for deeper integration with existing health initiatives. This could have enhanced the project's impact and reach. Additionally, the project's efforts to align with local needs, while commendable, faced challenges in fully grasping the diverse and evolving healthcare demands across different regions, suggesting a need for more dynamic and flexible planning strategies. These considerations are vital for a more holistic understanding of the project's effectiveness and areas for future improvement.

### **Stakeholder Engagement and Conceptualization:**

#### **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 Health System Strengthening Project was firmly rooted in the involvement of local and national stakeholders, including local authorities, health directorates, and international organizations like UNDP. This broad engagement from the planning to execution stages ensured that the project was closely aligned with the MOH needs and expectations, enhancing its relevance and effectiveness. The collaborative development approach adapted the project to local contexts, aligning it with both local realities and national health strategies. Moreover, this extensive stakeholder participation fostered a sense of ownership and commitment, crucial for the project's long-term success and sustainability.**

The concept of the project, as revealed in the evaluation, appears to have a strong foundation in local and national stakeholder involvement. Interviewees emphasized the active engagement of these stakeholders right from the project's planning stages through to its execution. This involvement was crucial as it ensured that the project was not only aligned with the goals and needs identified by these stakeholders but also resonates with their expectations. The fact that the project concept seemed to have originated from this broad base of local and national stakeholders adds to its relevance and potential effectiveness. This deep level of engagement implied that the project was designed with a clear understanding of the specific health and development challenges faced at both local and national levels.

An important theme in the stakeholder engagement process was the collaborative nature of project development. The involvement of diverse groups, including local authorities, health directorates, and international organizations

like the UNDP, highlighted a multi-faceted approach to addressing health system challenges. This collaboration was instrumental in adapting the project to local contexts, ensuring that the objectives were not only feasible but also reflective of the unique needs and priorities of different communities. By bringing together various perspectives and expertise, the project was able to align more closely with local realities, thereby enhancing its potential for success. This level of stakeholder involvement was key in enriching the project design and aligning it with local and national health strategies.

CMAM's approach to stakeholder engagement in Mozambique, particularly with the Ministry of Health, UN agencies, and local communities, was exemplified by its comprehensive actions linked to Environmental and Social Safeguards. This multifaceted strategy included conducting joint Execution and Monitoring missions for the disposal of pharmaceutical waste, which fostered collaboration and ensured adherence to environmental standards. Additionally, CMAM's participation in environmental impact studies demonstrates a commitment to understanding and mitigating the ecological implications of healthcare activities. This was critical for aligning with national and international environmental policies and for maintaining the support of both governmental and non-governmental stakeholders. The training in Environmental and Social safeguards for individuals involved in supply chain management was another significant aspect of stakeholder engagement. It ensures that all parties are well-informed and capable of implementing best practices in environmental management, which was crucial for the sustainable execution of health programs. Furthermore, the acquisition and installation of incinerators in key regions (Gaza and Nampula) highlights CMAM's commitment to safe and effective waste management. This not only addressed environmental concerns but also involves local technicians, who were trained in using these incinerators, thereby building local capacity and fostering community involvement.

The involvement of a wide range of stakeholders in the project's development process did more than just ensure alignment with local and national needs; it also fostered a sense of ownership and commitment among all participants. This sense of ownership is critical for the long-term success and sustainability of the project. When stakeholders are actively involved in the development and implementation of a project, they are more likely to be invested in its outcomes and work towards its success. This approach enriches the project design with diverse insights and expertise and builds a foundation for sustained engagement and support, crucial for the project's enduring impact and effectiveness.

#### 4.1.2. UNDP and Other Interventions

##### Alignment with UNDP Strategy:

###### Evaluation Question:

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

###### Summary findings:

**The Health System Strengthening Project in Mozambique aligned significantly with UNDP strategies and the country's national development priorities. It focused on enhancing health infrastructure and medical logistics, directly supporting key areas like human development and climate resilience outlined in Mozambique's development plans. UNDP's central role, alongside the Ministry of Health, ensured the project's integrated approach to address various health challenges, including the COVID-19 response. The project covered a broad spectrum of health initiatives, from improving tuberculosis care to establishing community health centers and enhancing medical supply chain efficiency. These diverse efforts collectively strengthened the health system, aligning with both national and international development goals.**

The Project demonstrated a meaningful alignment with UNDP strategies and Mozambique's national development priorities. Central to this alignment was the project's focus on enhancing health infrastructure, such as the construction and requalification of warehouses and improvements in medical logistics, which underscores a commitment to strengthening the health system at a national level. This strategic approach, notably evident in projects aimed at logistical improvements for medicine distribution, aligns with key areas outlined in the CPD Mozambique 2022-2026. These areas include human development, economic recovery, climate resilience, and governance, all integral to Mozambique's development agenda and the 2030 Agenda for Sustainable Development.

The project's scope, covering various health programs in partnership with the Ministry of Health, addressed diverse aspects such as community health systems revitalization, pharmaceutical logistics, and innovative waste management.

UNDP's role as a central implementing partner, in collaboration with the Ministry of Health and other entities, highlights the project's integrated approach to addressing specific health challenges, including the COVID-19 response. The project's engagement with stakeholders, including UNDP, local health directorates, and contracted companies, reflects its alignment with UNDP's country strategies. Decisions and actions were made in consultation with end users, particularly the Ministry of Health, ensuring that the project was in line with both the country's health priorities and UNDP's strategic objectives. This robust stakeholder engagement, exemplified by a management committee for infrastructure processes chaired by the UNDP representative and the Ministry's permanent secretary, further underscores the project's commitment to aligning with UNDP's strategies and facilitating broad stakeholder participation.

The HSS Project (in its totality - beyond the health infrastructure components) encompasses a wide range of health programs and joint projects with the Ministry of Health, targeting key challenges in the health sector. These include the construction of wards and waiting porches for TB care, establishment of Community Health Centers in Cabo Delgado, and rehabilitation of medical warehouses to enhance supply chain efficiency. Initiatives like constructing waste treatment facilities and responding to emergencies like Cyclone Freddy showcase the project's commitment to strengthening the comprehensive health system. The focus on building resilient infrastructure, such as the rehabilitation of Regional Health Observation Centers and enhancing the National Health Institute's capabilities for COVID-19 testing and data management, aligns with the UNDP's strategic vision and the national health strategy. These diverse interventions reflect a concerted effort to strengthen Mozambique's health system in a manner that was adaptive, responsive, and aligned with national and international development goals.

### 4.1.3. Design and Approach

#### Suitability of Project Design:

##### Evaluation Question:

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

##### Summary findings:

**The Health System Strengthening Project's design was highly relevant to Mozambique's health needs, addressing critical challenges like efficient medical supply chain and effective waste management. The project's focus on expanding and rehabilitating key facilities, such as the Beira Warehouse, significantly enhances medical supply capacity in the central region. Additionally, the project employed a decentralization strategy to address healthcare disparities, particularly in remote areas, ensuring wider healthcare accessibility across the country. The design also reflected continuity with existing health infrastructure, indicating an understanding of long-term system needs. Innovations like ecologically sustainable incinerators for waste management highlighted the project's commitment to environmental sustainability and health system efficiency.**

The overall design of the Health System Strengthening Project, including the construction of warehouses and incinerators, demonstrated relevance to the health needs of Mozambique's population. The designs directly addressed two critical challenges: the efficient of medical supplies and effective waste management. By focusing on the expansion and rehabilitation of key facilities, such as the Beira Warehouse, the project has significantly increased capacity for medical supply distribution in the central region, responding to an identified need. Furthermore, the project's emphasis on addressing health logistics and incorporating local environmental conditions into the design of interventions like incinerators, using sustainable methods such as oil, highlights a tailored and contextually appropriate approach. These design choices reflected a deep understanding of the specific challenges within the health system and are indicative of a strategic effort to enhance both the efficiency and effectiveness of health service delivery.



A key aspect of the project's approach was its decentralization strategy, aiming to address geographical inequalities and improve healthcare access, especially in remote areas. This approach was vital for reaching vulnerable populations and ensuring that health services are more evenly distributed across the country. The decentralized operations were a strategic response to the varying health needs across different regions, demonstrating a commitment to reducing disparities in healthcare availability. By focusing on improving medical supply chain management and expanding laboratory capacity, the project has not only strengthened the national health system but also ensured that these improvements are felt across the country. This emphasis on decentralized implementation is crucial for a holistic health system improvement, addressing not just logistical and infrastructural needs but also ensuring that these enhancements lead to tangible improvements in healthcare accessibility for all Mozambicans. The project's design also demonstrated continuity and expansion of existing health infrastructure, indicating an understanding of the ongoing needs within the health system. The expansion and rehabilitation of facilities like the Beira Warehouse were not new initiatives but extensions of previous efforts. This continuity ensures that the improvements are built upon a foundation of existing infrastructure, allowing for a more significant and sustained impact. For instance, the increase in warehouse capacity directly addresses the growing demands for medical supplies in the central region, showing a clear response to identified needs. Additionally, the innovative design of waste management solutions, such as the use of ecologically sustainable incinerators, underscores the project's commitment to addressing environmental and health concerns simultaneously.

The design and approach of the Project, while comprehensive in certain aspects, showed limitations in its adaptability to changing healthcare contexts. The focus on infrastructure and logistics, though essential, potentially overshadowed the need for a more integrated approach that includes community healthcare practices and preventive care strategies. This oversight suggests a missed opportunity to holistically address the broader health challenges faced by Mozambique. The project's design could have been more innovative in incorporating community-based healthcare models, which are critical for ensuring long-term health outcomes.

### **Responsiveness to Target Populations:**

#### **Evaluation Question:**

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

#### **Summary findings:**

**The Health System Strengthening Project effectively addressed the needs of its target populations, particularly in vulnerable areas, through a decentralized approach. This strategy significantly improved healthcare access and addressed unique regional challenges, making healthcare services more equitable and accessible. Additionally, the focus on modern technological solutions in healthcare infrastructure, such as energy-efficient incinerators, aligned the project with contemporary standards and demonstrated a commitment to innovation. These combined efforts highlight the project's responsiveness to evolving healthcare needs and its potential to influence future health initiatives.**

The Health System Strengthening Project employed a decentralized approach, which was instrumental in improving healthcare access and reducing inequalities, especially for vulnerable populations. This approach was particularly noteworthy in ensuring that healthcare services reached hard-to-reach and conflict-affected areas. By decentralizing healthcare operations, the project was able to address the unique challenges faced by different regions and communities, tailoring its interventions to meet the specific needs of these target groups. This strategy not only enhanced the reach of healthcare services but also played a crucial role in making these services more equitable and accessible to all segments of the population, especially those who are most vulnerable or traditionally underserved.

A key focus of the project was on community health interventions, which were crucial in addressing the needs of target groups in changed contexts, such as areas impacted by conflict or remote locations. These interventions were designed to be responsive to the specific health challenges and requirements of these communities, ensuring that the provided healthcare services were relevant and effective. The emphasis on community-centred designs also allowed for a more grassroots approach, directly engaging with the target populations and understanding their



needs firsthand. This aspect of the project was vital in ensuring that the health interventions were not only accessible but also appropriately tailored to the real-world conditions and needs of the communities they served.

The project's emphasis on technological solutions, particularly in terms of energy efficiency and patient safety, highlights its alignment with contemporary healthcare infrastructure standards. The development of health infrastructures, such as warehouses and incinerators, was a critical component of the project, directly addressing the health system's needs. These infrastructural developments reflect the project's relevance and responsiveness to the changing context of healthcare. By incorporating modern technological solutions and focusing on infrastructure that supports efficient healthcare delivery, the project set a precedent for future health projects in similar contexts, demonstrating a commitment to innovation and quality in healthcare infrastructure development.

## 4.2. Effectiveness

### **Summary of findings:**

The Project was effective in its delivery and compliance, overcoming challenges such as land legalization, hiring difficulties, and equipment delays, while aligning closely with the country's healthcare goals. Key achievements included healthcare infrastructure developments like the expansion of the Beira Warehouse and installation of mobile incinerators, enhancing both medical supply distribution and waste management. Stakeholder involvement was extensive, with active participation from health directorates, hospital administrators, the Ministry of Health, UNDP, and local health directorates, ensuring the project met regional health needs and was adaptable to evolving priorities. The project's objectives were clear, practical, and responsive to Mozambique's national health system's needs, particularly in pharmaceutical logistics and emergency response. This adaptability, coupled with UNDP's role in enhancing partners' capacities in environmental advocacy, underscores the project's comprehensive and effective approach to strengthening Mozambique's health system.

### 4.2.1. Project Delivery and Alignment

#### **Delivery Effectiveness and Compliance:**

##### **Evaluation Question:**

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

##### **Summary findings:**

The project has effectively delivered its activities, aligning closely with the goal of enhancing the country's healthcare systems. Employing a participatory approach that engaged national counterparts, local authorities, and other stakeholders, the project successfully navigated various challenges, including land legalization issues, hiring difficulties of local contractors, equipment delays, and licensing issues. Despite initial planning omissions at the contract-level, these did not significantly impede the project's delivery objectives. The project's adaptability and resilience, coupled with its commitment to overcoming obstacles, have been key to its effectiveness. This has led to improvements in health infrastructure and services, aligning with Mozambique's national health goals and focusing on capacity building and healthcare access. The project's ability to adapt and maintain focus on end goals highlights its efficiency and resilience in delivery, ensuring the success in meeting both immediate and long-term health needs.

The Project has demonstrated a strong alignment with the objective of enhancing the project's adoption of a participatory approach, involving national counterparts, local authorities, and other stakeholders, has been a key factor in its successful implementation. This approach, under the Direct Implementation Modality (DIM), has ensured that all relevant parties were engaged and contributed to the project's goals. This inclusive and collaborative method of implementation has not only facilitated alignment with national health strategies but also ensured that the project was responsive to the immediate and long-term health needs of the population. The participatory nature of the project has been instrumental in its ability to deliver effectively, despite facing various challenges.

Despite encountering several challenges, such as land legalization issues, the difficulty in hiring local companies due to high international standards, equipment delays, and licensing issues, the project has shown commendable adaptability and resilience. Technical issues and additional demands from beneficiaries posed considerable hurdles, yet the project managed to navigate these effectively. There were instances of initial planning omissions (only at the contract-level and not at the entire project-level), leading to contract addendums and delays in infrastructure construction work completion, which impacted the contracts' efficiency. However, these challenges did not significantly hinder the project's ability to meet its delivery objectives. The project team's commitment to overcoming obstacles, whether related to implementation, technical aspects, or environmental licensing, was indicative of the project's overall effectiveness in achieving its goals.

The project's delivery effectiveness and compliance, while achieving certain objectives, revealed significant planning and execution gaps. Challenges such as land legalization, hiring difficulties, and equipment delays point to a lack of foresight and comprehensive risk management in the project planning stages. These issues, while navigated eventually, indicate inefficiencies in project management that could have been mitigated with more rigorous initial planning and stakeholder coordination. This highlights a need for improved strategic planning and a more robust approach to foreseeing and addressing potential hurdles in future projects.

#### 4.2.2. Achievements

##### Milestones and Outcomes:

###### Evaluation Questions:

**(1) In which areas does the project have the greatest achievements? (2) How effective has the project been in enhancing the institutional and professional capacity of MoH authorities?**

###### Summary findings:

**The achieved notable success in healthcare infrastructure development, overcoming various challenges. Key achievements include the expansion and improvement of the Beira Warehouse and the installation of mobile incinerators across 2 regions, enhancing medical supply distribution and waste management. The project effectively improved the Ministry of Health's institutional and professional capacity through collaborative efforts with UNDP and other stakeholders. Additionally, the involvement of diverse stakeholders from technical experts to high-level managers played a crucial role in the project's comprehensive approach and success in meeting healthcare needs.**

The Project achieved outcomes in healthcare infrastructure development, despite facing some design and implementation challenges at the contract-level. Key achievements include the successful completion of health facilities like the Beira Warehouse and the installation of containerized incinerators across various regions. The expansion and improvement of the Beira Warehouse, including roof repair and horizontal/vertical expansion, notably increased its pallet capacity and resilience, enhancing working conditions and facilitating efficient import and distribution of medical supplies. The installation of three mobile incinerators, capable of handling medical and non-medical waste safely and efficiently, further underscores the project's effectiveness in addressing regional medical supply demands and waste management needs. These infrastructural developments, coupled with the active involvement of various stakeholders, including multiple ministries, UN agencies, and local participants, highlight the project's comprehensive approach to improving healthcare delivery.

Regarding the project's achievements, while notable progress was made in infrastructure development, the project's impact on enhancing the institutional and professional capacity of the Ministry of Health authorities raises concerns. The limited emphasis on developing a comprehensive framework for long-term capacity building and the absence of a strategic approach to institutional strengthening suggest missed opportunities. This highlights the need for a more focused and sustainable approach towards capacity development, ensuring that improvements in infrastructure are complemented by strengthening human and institutional capabilities for sustained health system improvement.

The project's focus on the quality and suitability of infrastructure underlines its commitment to creating facilities that are equipped to meet current and future healthcare challenges. This meticulous approach to healthcare infrastructure development ensures alignment with the overarching objectives of improving healthcare services. The Health System Strengthening project has also effectively enhanced the institutional and professional capacity of Ministry of Health authorities. The HSS NFM3 - Result Framework Prodoc document, outlining the project's objectives, strategies, and outcomes, emphasized collaboration between the UNDP, the Ministry of Health, and other stakeholders. This collaboration focuses on enhancing healthcare infrastructure, logistics, and emergency response capacities, reflecting the project's impact on improving healthcare access and quality, particularly in disaster and conflict-affected areas.

The project's achievements were also marked by the involvement of a wide range of stakeholders, from technical experts to high-level managers. This multi-tiered engagement was essential for ensuring comprehensive decision-making processes that consider diverse perspectives. Effective communication strategies and stakeholder involvement have been pivotal in the project's progress and success. The interviews conducted underscore the importance of this diverse stakeholder engagement, highlighting how it has contributed to the project's ability to meet its objectives. The participatory nature of the project, involving stakeholders at various levels, has facilitated a deeper understanding of the health system's needs and has fostered a collaborative environment conducive to achieving substantial improvements in healthcare delivery.

### **Involvement of Key Parties:**

#### **Evaluation Question:**

**To what extent have stakeholders been involved in project implementation?**

#### **Summary findings:**

**The project successfully involved a wide array of stakeholders, including health directorates, hospital administrators, the Ministry of Health, UNDP, and local health directorates. This diverse participation was instrumental in shaping the project's direction and ensuring it met regional health needs. A comprehensive engagement strategy ensured effective involvement at all levels, fostering consistent communication and alignment with evolving health system priorities. The project's collaborative approach, particularly with the Ministry of Health, was crucial for adapting to changing needs and maintaining the project's relevance and effectiveness.**

The Project realized the active involvement of a broad range of stakeholders, which was a key factor in its successful implementation. This participation included health directorates, hospital administrators, the Ministry of Health, international partners, UNDP, contracted companies, and local health directorates. The diverse nature of these stakeholders brought a wealth of expertise and perspectives, contributing significantly to the project's evolution and success. The involvement of these stakeholders, particularly from the MoH and international partners, was instrumental not only in implementing the project but also in shaping its direction and ensuring that it met the evolving health needs of the region.

The project team implemented a comprehensive stakeholder engagement plan, ensuring that all parties were effectively involved at various levels of the project. This strategy included a project board that provided overall strategic direction, a technical group with representatives from different areas of expertise to monitor progress and tackle technical challenges, and resident engineers at project sites to manage local relationships and oversee construction activities. Regular reports and meetings were shared with all stakeholders, including funding agencies,

government officials, and technical partners, ensuring transparency and consistent communication. This multi-level stakeholder engagement approach was crucial for the project's success, allowing for effective communication and involvement at all stages of the project.

One of the key aspects of stakeholder participation in the project was the consistent consultation with the end user, primarily the Ministry of Health. This approach ensured that all decisions and actions were aligned with the user's requirements and the broader health needs of the community. By actively involving stakeholders such as the UNDP, contracted companies, and local health directorates throughout the project, the team was able to make informed decisions and adapt to changing requirements and challenges. This effective stakeholder involvement was pivotal in ensuring that the project not only met its objectives but also remained aligned with the evolving needs and priorities of the health system in Mozambique.

### 4.2.3. Responsiveness and Objectives

#### Objectives' Clarity and Practicality:

##### Evaluation Question:

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

##### Summary findings:

**The objectives of the Project were clear, practical, and feasible, focusing on infrastructure development and health system strengthening. These well-defined objectives-maintained project focus, aligned activities with intended outcomes, and facilitated improvements in health infrastructure and logistical challenges. The project's responsiveness to critical areas in the national health system demonstrated an understanding of Mozambique's healthcare needs and priorities. The feasibility of the objectives within the project's framework was evident in the successful navigation of healthcare infrastructure development and logistical challenges. This realistic approach ensured effective execution of activities and achievement of desired outcomes, highlighting the project's well-considered design and successful contribution to enhancing Mozambique's health system.**

The objectives of the Project were noted for their clarity and practicality, particularly in the areas of infrastructure development and health system strengthening. The clear formulation of these objectives played a crucial role in maintaining focus throughout the project and ensuring that all activities were aligned with the intended outcomes. This clarity was instrumental in achieving milestones in improving health infrastructure and addressing logistical challenges within the health system. The well-defined objectives not only guided the project's implementation but also facilitated effective monitoring and evaluation. This allowed stakeholders to accurately measure progress and make informed decisions at various stages of the project, enhancing its overall effectiveness and impact.

The project's objectives were responsive to critical areas in Mozambique's national health system, demonstrating a keen understanding of the system's needs and priorities. By targeting these critical areas, the project effectively contributed to strengthening the overall health system. The emphasis on improving pharmaceutical logistics and emergency response capacities addressed key challenges within the health system, demonstrating the project's commitment to responding to the country's immediate and long-term healthcare needs. This responsiveness ensured that the project's efforts were not only strategic but also relevant to the evolving healthcare landscape in Mozambique, making a tangible impact on health system capabilities. The objectives and outputs of the Project were not only clear and well-defined but also practical and feasible within the project's framework. The project successfully navigated the complexities of healthcare infrastructure development and logistical improvements, proving that its goals were attainable within the given timeframe and resources. The practical nature of the objectives allowed for a realistic approach to project implementation, ensuring that the planned activities could be effectively executed and the desired outcomes achieved. This aspect of the project highlights its well-considered design and the feasibility of its ambitions, contributing to its success in enhancing Mozambique's health system.

Regarding the project's responsiveness and objectives, while the objectives were clear and practical, there was a room for critique in their execution and responsiveness. The project could have benefited from a more dynamic approach in adjusting to real-time challenges and evolving healthcare needs. The lack of a responsive mechanism

to swiftly adapt objectives as per the changing healthcare landscape in Mozambique indicates a rigidity in project execution. This rigidity potentially limited the project's ability to address unforeseen challenges effectively and efficiently, underlining the importance of flexibility and adaptability in future health system strengthening initiatives.

### **Adaptability and Response of the Project:**

#### **Evaluation Questions:**

**(1) To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities? (2) 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?**

#### **Summary findings:**

**The Project effectively responded to the changing needs of national constituents and partner priorities, maintaining its relevance in a dynamic environment. The project adeptly handled emergent health crises and logistical challenges in pharmaceutical distribution, demonstrating its adaptability to Mozambique's evolving health landscape, including conflicts and natural disasters. Additionally, the project, with UNDP's involvement, significantly improved the capacities of national implementing partners in environmental advocacy, particularly concerning the impact of climate change on health infrastructure. This enhancement in capabilities addressed both immediate health system needs and prepared for long-term climate-related challenges, highlighting the project's comprehensive approach to health system strengthening with a focus on sustainability.**

The Project demonstrated a high degree of responsiveness to the needs of national constituents and adapting to changing partner priorities. This responsiveness has been a critical factor in maintaining the project's relevance and effectiveness in a dynamic and evolving environment. The project's ability to respond to emergent health crises and meet set objectives effectively reflects its alignment with the ongoing changes and requirements within Mozambique's health landscape. By adapting to these shifts, including the evolving needs arising from conflicts and natural disasters, the project ensured that it remained pertinent and impactful, addressing the immediate and long-term health needs of the population. A key aspect of the project's responsiveness was its focus on enhancing pharmaceutical logistics. This improvement was vital in ensuring the efficient distribution and availability of medical supplies, particularly in times of health crises. The project's ability to address these logistics challenges demonstrates its commitment to strengthening an essential component of the health system. Furthermore, the project's responsiveness to emergent health crises, such as outbreaks or natural disasters, highlights its agility and capacity to adapt to unforeseen challenges, ensuring that healthcare services remain uninterrupted and effective during critical times.

In terms of UNDP's role, the project significantly contributed to improving the capacities of national implementing partners, particularly in advocating environmental issues related to health infrastructure. This focus included addressing the impacts of climate change on health infrastructure, demonstrating an understanding of the interconnection between environmental factors and health. By enhancing the capabilities of national partners in this area, the project addressed immediate health system needs and prepared the system to respond to the long-term challenges posed by climate change. This strategic focus on environmental advocacy and climate resilience underscores the project's comprehensive approach to health system strengthening, considering both current needs and future sustainability.

### 4.3. Efficiency

#### **Summary of findings:**

The Project demonstrated notable efficiency in its operations, resource management, and procurement processes. Despite facing technical issues and beneficiary requests, the project managed to overcome initial planning oversights, including an 11% contract addendum, by strategically utilizing financial, human, institutional, and technical resources. This strategic allocation, particularly in infrastructural improvements, enhanced healthcare services and aligned with the project's goals. Efficient project management was evident in overcoming challenges such as the COVID-19 pandemic, equipment procurement delays, and environmental licensing issues. The project's monitoring system, utilizing tools like "Risk," effectively managed risks, ensuring efficient and adaptive project management. Furthermore, the project's procurement processes demonstrated efficiency, achieving a notable reduction in the cost and delivery time of procured medicine and medical products, balancing cost-effectiveness and quality, and contributing to the long-term sustainability of Mozambique's health system.

#### **Strategic Utilization of Resources:**

##### **Evaluation Question:**

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

##### **Summary findings:**

**The Project effectively allocated and utilized resources, including financial, human, institutional, and technical assets, to enhance healthcare infrastructure and services. Strategic use of local expertise ensured alignment with health priorities and grounding in local realities, enhancing project efficiency and sustainability. Despite initial challenges in defining work scope and scale, the project demonstrated adaptability in resource use, maintaining momentum and effectively managing unforeseen expenses. A considerable focus was on infrastructural improvements, such as medical warehouses and waste management facilities, reflecting the project's strategic goal to strengthen Mozambique's health system. This approach to resource allocation and management played a crucial role in achieving the project's objectives and improving healthcare delivery.**

The Project demonstrated effective and strategic resource allocation, which was crucial in enhancing healthcare infrastructure and services. The project effectively leveraged and optimized various resources, including financial, human, institutional, and technical assets. A key aspect of this effective resource management was the strategic use of a mixture of local and non-local expertise, which ensured that the project was grounded in local realities and aligned with health priorities, while benefiting from additional resources that could be mobilized. The integration of local knowledge and resources contributed significantly to the efficiency and sustainability of the project, making it more practical and effective in the long term. Additionally, the strategic management of financial and material resources, especially in adapting to budget constraints and efficiently handling unforeseen expenses, played a crucial role in ensuring the project's success.

The project initially faced challenges, particularly in defining the scope and scale of work. However, stakeholders involved in the project adapted their approach to resource use over time, demonstrating a keen ability to respond to changing circumstances and needs. This adaptability was key to maintaining the project's momentum and ensuring that resources were used efficiently and effectively. The emphasis on strategic budget management and optimizing resource use was evident throughout the project, as it focused on addressing unforeseen costs and maximizing efficiency in various project components. This approach to resource allocation and use highlighted the project's commitment to achieving its objectives despite initial challenges and constraints. A portion of the project's resources was allocated towards infrastructural improvements, such as the development of medical warehouses and waste management facilities. This focus on infrastructure was a strategic choice, reflecting the project's goal to



strengthen the overall health system in Mozambique. The emphasis on infrastructure improvements, combined with efficient resource management, ensured that the project made the most of its available resources. This strategic allocation was vital in enhancing the capacity and functionality of the health system, thereby contributing to improved healthcare delivery and services.

Despite effective allocation, there were instances where resource management lacked foresight, particularly in anticipating the scope and scale of work. This oversight led to adaptational challenges, suggesting a need for more rigorous initial analysis and contingency planning. The reliance on local expertise, while beneficial, also posed risks of over-dependence on limited perspectives, potentially missing out on broader innovative solutions. These issues highlight a crucial need for balanced and diverse resource management strategies in future projects.

### Operational Efficiency and Approach:

#### Evaluation Question:

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

#### Summary findings:

**The Project implemented its approach efficiently, overcoming challenges like pandemic impacts and equipment procurement delays. The project team demonstrated adaptability, effective risk management, and pragmatic resource allocation, ensuring progress despite initial planning oversights. This approach highlighted the project's resilience and commitment to achieving its objectives, efficiently navigating obstacles to deliver successful outcomes.**

The Project's approach to implementation has been notably efficient in delivering the planned results. This efficiency was reflected in various aspects of project management, from strategic planning to execution. Despite facing initial challenges, the project team was able to navigate unforeseen circumstances, such as the impacts of the pandemic and war, which led to delays in equipment procurement. The ability to manage these challenges effectively without significantly derailing the project's progress demonstrates a high level of efficiency in implementation. The project's capacity to adjust strategies, secure additional funding as needed, and allocate the budget efficiently within contractual limitations highlights its adaptability and pragmatic approach to unforeseen challenges.

The project team's emphasis on proactive risk management was a critical factor in maintaining implementation efficiency. By anticipating potential risks and developing strategies to mitigate them, the team ensured that the project remained on track to achieve its objectives. This approach included securing additional funding when necessary and making efficient budget allocations to adapt to changing circumstances. Despite some efficiency challenges, such as the need for a contract addendum due to initial planning oversights, the project team managed to utilize resources effectively. This effective resource utilization underlines the project's commitment to achieving its goals, even in the face of unforeseen difficulties and constraints.

While the project faced certain efficiency challenges, including those arising from initial planning oversights, the team's response to these challenges was a testament to their commitment to the project's success. The ability to adapt resource allocation and management strategies in response to these challenges played a crucial role in ensuring the efficient delivery of project results. The project's ability to navigate these hurdles and maintain momentum demonstrates a resilient and flexible implementation approach, crucial for achieving the desired outcomes in a dynamic and sometimes unpredictable environment.

### 4.3.2. Mobilization of additional resources:

#### Evaluation Question:

**To what extent is the project leveraging additional resources?**

#### Summary findings:

**The Project effectively leveraged additional resources, including local expertise and international support, contributing significantly to its success. The involvement of local technicians and experts aligned with UNDP strategies, maximized resource impact and ensured initiatives were relevant to local health system needs.**

**Broad stakeholder participation, encompassing health directorates, hospital administrators, and the Ministry of Health, played a crucial role in the project's implementation and evolution. The strategic use of these resources and collaboration with independent consultants and UNDP resources enhanced project quality and outcomes. Successful attraction of additional UNDP technical resources for engineering work further highlights the project's comprehensive and strategic resource management approach.**

The Project effectively leveraged local resources and expertise, significantly contributing to its success. The involvement of local health infrastructure technicians and the practical knowledge of individuals exemplify this effective resource utilization. By aligning with UNDP's strategies in empowering local capacities, the project not only maximized the impact of available resources but also ensured that the initiatives were grounded in local realities. This integration of local knowledge and resources not only contributed to the efficiency and practicality of the project but also enhanced its sustainability and effectiveness over the long term. While the Project successfully leveraged local and international resources, there are critical areas for improvement. The project's dependency on specific local expertise and external technical resources revealed a lack of diverse skill sets within the existing team. This reliance may have limited the project's ability to innovate and adapt to changing needs. Furthermore, while effective collaboration was noted, the report lacked details on the process of mobilizing additional resources, indicating a potential gap in transparent and systematic resource mobilization strategies. Addressing these issues could enhance future projects' resilience and self-sufficiency.

The project witnessed active involvement from a diverse range of stakeholders, including health directorates, hospital administrators, the Ministry of Health, and international partners. This broad stakeholder participation was instrumental in the project's implementation and evolution. The project's approach to leveraging resources effectively and optimizing them was marked by the strategic use of local expertise and alignment with health priorities. This approach ensured that the initiatives were not only impactful but also resonated with the specific needs and conditions of the local health system. Such effective resource leveraging was key to the project's ability to achieve its objectives efficiently.

In addition to leveraging local resources, the project also benefited from effective collaboration with independent consultants and UNDP resources. This collaboration ensured thorough evaluation and guidance throughout the project, enhancing its overall quality and outcomes. The project was successful in attracting additional UNDP technical resources to support the engineering work, which further underscores its effectiveness in mobilizing and utilizing additional resources. While the information on the mobilization of additional resources was not detailed in this section, the indications of effective collaboration and resource utilization suggest a comprehensive and strategic approach to resource management.

### 4.3.3. Project Management and Monitoring

#### Challenges in Project Execution:

##### Evaluation Questions:

- (1) How efficiently were the infrastructure projects implemented in terms of meeting deadlines and budget?**
- (2) Is the project implementation delayed? If so, has that affected cost-effectiveness?**
- (3) To what extent was the existing project management structure appropriate and efficient in generating the expected results?**

##### Summary findings:

**The Project demonstrated robust management and monitoring, effectively navigating challenges including the COVID-19 pandemic. Efficient coordination and problem-solving, despite hurdles like environmental licensing and equipment delays, ensured project success. The management structure, involving UNDP and the Ministry of Health, was effective in handling complexities and adapting to changing needs. The project's resilience and comprehensive planning, supported by diverse stakeholder involvement, were key to overcoming obstacles and offering valuable insights for future initiatives.**

The Project's management was robust, demonstrating strong capabilities in regular coordination and monitoring, especially in the face of challenges posed by the COVID-19 pandemic. The use of virtual meetings facilitated continuous progress checks and decision-making, ensuring that the project remained on track despite external



disruptions. This strong project management and monitoring were conducted effectively by both the UNDP and the Ministry of Health, involving active participation from local and national authorities. The project management structure was notable for its ability to maintain project progress and reporting, even amidst management changes and the lack of Project Board meetings in 2022. This resilience in project management highlights the team's adaptability and commitment to achieving project objectives efficiently.

The project faced various challenges, including environmental licensing issues that led to delays due to missing documents. Such bureaucratic hurdles, often overlooked in the planning phase, had an impact on the project timeline. However, the resolution of these issues demonstrated the project team's ability to navigate complex regulatory landscapes effectively. The project's management structure was appropriate and efficient in generating the expected results, managing unexpected tasks and complexities with a clear separation between project and contract management. Despite equipment delays identified as a major hurdle, the project overcame these through effective donor communication and additional funding allocations. The ongoing challenge of advocating for additional resources to accelerate the reform of the country's medical supply chain infrastructure was also addressed.

The project's implementation offered valuable lessons in the necessity for comprehensive expertise and anticipating bureaucratic procedures in project planning. The robust project management and monitoring mechanisms in place, facilitated by a dedicated project board comprising various stakeholders, were crucial in overcoming the challenges faced. The project's ability to manage structural and mechanical engineering aspects efficiently, thanks to regular working groups, underscores the importance of having diverse expertise involved in the project. These experiences highlight the need for thorough planning and the anticipation of potential challenges in future projects, ensuring a more streamlined and effective implementation process. Focusing on project management and monitoring, the Project displayed robust management overall. However, the project encountered significant challenges, such as environmental licensing issues and equipment delays. These challenges indicate a need for more comprehensive risk assessment and contingency planning during the initial stages. The report highlights these issues but does not deeply explore the root causes or long-term implications of such oversights. A critical analysis of the project's planning and risk management strategies could provide valuable insights for future projects, ensuring more resilient and proactive management approaches.

### **Efficiency in Monitoring and Oversight:**

#### **Evaluation Question:**

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

#### **Summary findings:**

**The UNDP-utilized monitoring system for the Health System Strengthening Project effectively identified and managed potential risks, ensuring efficient project management. Through tools like "Risk Logs" the system provided a detailed assessment of various risks, including political, socio-economic, operational, and public health challenges. This proactive risk management approach, coupled with adaptive planning and periodic evaluations, allowed the project to navigate complexities and adapt to changing circumstances effectively. The thorough risk assessment and strategic responses outlined in the documents ensured the project's resilience, highlighting the importance of dynamic risk management in complex health initiatives.**

The monitoring approach utilized by UNDP in the Health System Strengthening project has been effective in identifying and addressing potential risks and challenges early on. This proactive approach has been instrumental in preventing these risks from escalating into major problems. The system's ability to inform decision-making has ensured that resources are allocated effectively and that project activities are consistently aligned with the project objectives. The use of documents like "Risk Logs - Prodoc.docx" underlines the project's commitment to thorough risk assessment and management. This document details a range of risks, including political, socio-economic, operational, legal, environmental, and public health challenges, providing an in-depth analysis of potential obstacles and strategic responses to ensure the project's success.

The "Risk Log" serves as a comprehensive risk assessment tool, categorizing risks based on various factors such as political, socio-economic, operational, and public health aspects. For each identified risk, the document outlines its potential impact, probability, and the planned mitigation strategies. This level of detail was crucial for proactive planning and adaptive management in complex health initiatives. By meticulously assessing risks and formulating strategic responses, the monitoring system ensures the project's resilience and effectiveness. This approach emphasized the importance of adaptive management and proactive problem-solving in navigating the complexities of health system-strengthening initiatives. The "Risk Logs Report " further illustrates the ongoing monitoring and evaluation process implemented in the project. This report identifies key risks such as the deteriorating political situation, socio-economic challenges, shrinking fiscal space, government internal review delays, and epidemiological threats due to climate change. The outlined mitigation measures, including adjusting project implementation frameworks and increasing resilience in construction specifications, demonstrate the project's agility in response to changing circumstances. The effectiveness of these actions was monitored and evaluated periodically, allowing for strategic adjustments as necessary. This dynamic approach to risk management ensures the project's continued resilience and success, adapting to challenges and changing conditions effectively.

#### 4.3.4. Procurement Efficiency

##### **Evaluation Question:**

**Has the cost and delivery time of the procured products decreased?**

##### **Summary findings:**

**The Project has achieved notable efficiency in procurement, particularly for civil works and equipment. Strategic decisions, focusing on efficiency and alignment with project goals, have led to reduced costs and delivery times for procured medicine and medical products. This efficiency can be attributed to improved procurement processes, effective negotiations with suppliers, and enhanced logistics management. The project's methodical approach in procurement has struck a balance between cost-effectiveness and quality, vital for the health system's long-term sustainability and effectiveness. This strategic and well-structured approach to procurement has been integral to the project's overall success and optimization of resource utilization.**

The Project has been characterized by strategic procurement and funding decisions, which have been crucial in ensuring the successful completion of the project. These decisions, made with an emphasis on efficiency and strategic alignment with project goals, demonstrate a focused approach to managing resources. The project's procurement strategies, particularly for civil works and equipment, have been meticulously planned and executed. This strategic approach extends to donor-funded procurement strategies, highlighting the importance of leveraging external funding effectively. The detailed processes involved in procurement decisions underscore the project's commitment to making informed, efficient choices that support the project's overall objectives.

in the project was able to reduce the total costs despite the significant inflation of prices in 2022 and 2023 (despite the increase in the total budget of the project). This reduction was a significant indicator of procurement efficiency and can be attributed to several key factors. These factors likely include improved procurement processes, better negotiation with suppliers, and more efficient logistics and supply chain management. The emphasis on efficient procurement and funding decisions has evidently contributed to these positive outcomes, reflecting the project's success in optimizing resource utilization. The project's procurement processes, particularly for civil works and equipment, have been conducted with a high degree of efficiency. The detailed discussions and planning surrounding these procurement processes indicate a thorough and methodical approach. By focusing on these key areas, the project has been able to maintain a balance between cost-effectiveness and quality, ensuring that the infrastructure and equipment procured meet the necessary standards while also being cost-efficient. This balance was essential for the long-term sustainability and effectiveness of the health system strengthening efforts. The project's ability to manage these aspects efficiently demonstrates a well-structured and strategic approach to procurement, integral to the project's overall success.

The Project demonstrated strategic procurement and efficient resource management. The report did not delve into how procurement decisions were made or whether they adhered to fair and competitive bidding practices, which are crucial for ensuring the best value and efficacy in project execution. A more critical review of the procurement procedures, including an analysis of supplier selection and contract management, would enhance the understanding of the project's efficiency and integrity.

## 4.4. Impact

### **Summary of findings:**

The Project was set to significantly impact the country's healthcare landscape, particularly focusing on long-term objectives like strengthening the national health system, with an emphasis on vulnerable populations and reducing geographical inequalities. The project's design and strategies aimed to significantly enhance Mozambique's health infrastructure and services, especially in areas with the greatest need. It underscores the importance of capacity building and stakeholder engagement as key elements for sustainable health services beyond the project's completion. The project's achievements are anticipated to have a lasting effect, notably in improving healthcare delivery and medical supply systems, contributing effectively to national healthcare strategies. This includes modernizing the medical supply chain infrastructure, enhancing warehousing and stock management, and introducing innovative medical incinerators, all contributing to a stronger, more resilient healthcare system capable of addressing both current challenges and future health scenarios. The project's success in these areas is expected to provide lasting benefits, thus improving the efficiency, effectiveness, and sustainability of Mozambique's healthcare system.

### 4.4.1. Long-Term Effects and Relevance

#### Prospects for Lasting Effects:

##### Evaluation Question:

**(1) To what extent do the project initiatives indicate that intended impact will be achieved in the future? (2) How did the intervention cause higher-level effects?**

##### Summary findings:

The Project is expected to significantly impact long-term healthcare infrastructure, particularly in areas affected by disasters and conflicts. The project is set to enhance the healthcare system's resilience and capacity, addressing immediate needs and preparing for future health scenarios. Its focus on modernizing the medical supply chain infrastructure and improving access to healthcare is crucial for Mozambique's unique health challenges. The project's achievements, including efficient warehousing, optimized stock management, and the introduction of innovative medical incinerators, contribute to national healthcare reform and set a precedent for future initiatives. These efforts are anticipated to provide lasting benefits, improving the efficiency, effectiveness, and sustainability of Mozambique's healthcare system.

The Project is likely to have a long-term impact, particularly in strengthening healthcare infrastructure in disaster and conflict-affected areas. The project is poised to achieve substantial and lasting effects, especially in terms of enhancing the resilience and capacity of the healthcare system for future health crises. This long-term perspective is essential in healthcare projects, as it ensures that the infrastructure and resources established are not only relevant for immediate needs but also adaptable for various future health scenarios. The project's adaptation to encompass broader health needs, along with the improved coordination with funding partners over time, highlights its potential for a lasting positive impact on Mozambique's health system. The project's long-term goal was to strengthen the resilience and capacity of the national health system, with a focus on improving access to healthcare. This aim is particularly crucial in Mozambique, where the health system faces unique challenges due to its vulnerability to natural disasters and ongoing conflicts. The project initiatives indicate that the intended impact will be achieved by modernizing the entire medical supply chain infrastructure, which is integral to ensuring a robust and responsive healthcare system. Improved organization and accessibility of medical supplies, efficient

warehousing, and optimized stock management are among the key areas where the project is expected to make a long-term contribution. These improvements will not only enhance the current healthcare system but will also provide a strong foundation for future healthcare strategies and initiatives.

While the Project aimed to impact the healthcare infrastructure significantly, there are concerns about the depth and scope of its long-term effectiveness. The project's reliance on external funding raises questions about its sustainability and the potential dependency on continual financial assistance. Moreover, the project's impact assessment lacks a comprehensive evaluation of indirect, unintended consequences, which are crucial for understanding the broader implications on the healthcare system and the community. A more nuanced examination of these aspects would provide a clearer picture of the project's true long-term impact and its ability to adapt and evolve in response to Mozambique's changing healthcare needs. The project has demonstrated the potential for high-level effects beyond immediate healthcare improvements. Areas of impact highlighted by the project team include direct contributions to national healthcare reform, particularly in and modernizing the medical supply chain infrastructure. of introducing innovative medical incinerators for safe and environmentally sound waste disposal was another notable achievement, potentially influencing national waste management practices. These interventions contribute to increased pallet capacity, reduced stockouts and expiries, and better overall stock management. By addressing these critical aspects, the project not only improves the efficiency and effectiveness of the healthcare system but also sets a precedent for future health initiatives, ensuring long-term sustainability and relevance.

The project team highlighted several areas of impact:

- O Direct contribution to the national reform, aiming to modernize the entire medical supply chain infrastructure.
- O Improved organization and accessibility of medical supplies through efficient warehousing and distribution systems.
- O Increased pallet capacity and optimized stock management, reducing stockouts and expiries.
- O Introduction of innovative medical incinerators for safe and environmentally sound waste disposal, potentially influencing national waste management practices.

## 4.5. Sustainability

### **Summary of findings:**

The Project, designed with sustainability at its core, focused on maintaining improvements beyond its implementation phase. Emphasizing resilient health systems, it involves capacity building, including training in incinerator use, to ensure operational viability, with both government and community engagement for long-term maintenance. Despite facing challenges like detailed planning and local climate considerations, the project's commitment to sustainable health solutions is evident. The Ministry of Health and CMAM played crucial roles in sustainability, although personnel changes have highlighted the need for more consistent monitoring. The project has notably enhanced the MoH's capacity for managing large-scale projects and waste management, underlining the necessity for inclusive and comprehensive training at the central level. The prospects for sustaining the project's infrastructure appear promising, thanks to active involvement and capacity-building efforts. Additionally, the project has integrated innovative environmental solutions, such as solar-powered incinerators and the use of recycled oil, laying a groundwork for future sustainable practices in health system strengthening. Its commitment to environmental sustainability, alongside community ownership and institutionalization, is key to long-term impact and success. Future sustainability will hinge on expanding community engagement, training in sustainable technology operation, and collaboration with environmental experts to introduce new sustainable practices, ensuring effective health interventions and positive contributions to environmental conservation.

#### 4.5.1. Sustainability after closure of construction segment:

##### Embedding Sustainability in Project Design:

###### Evaluation Question:

**(1) To what extent did the project interventions contribute towards sustaining the results achieved by the project? (2) Does the end beneficiary have the necessary technical capacity to ensure that project benefits are maintained?**

###### Summary findings:

**The Project was designed with a focus on sustainability, emphasizing resilient health systems and long-term maintenance. The project involved capacity building efforts, such as training in incinerator use, to ensure ongoing operational viability. While post-project sustainability plans were not always explicitly outlined (as it is not part of the UNDP contract), the project's commitment to sustainable health solutions involved both government and community participation. Challenges for future sustainability include the need for more detailed planning and local climate considerations. Ultimately, the project's success in maintaining its infrastructure and outcomes depends on continuous government-led efforts and support for expanded needs.**

Sustainability was a central consideration in the Project, with specific focus on ensuring ongoing maintenance and support for health infrastructure. The project's design incorporated strategies to build resilient health systems capable of addressing future challenges, reflecting an understanding of the need for long-term viability. Although strategies for post-project sustainability were not explicitly outlined in every aspect, the project demonstrated a commitment to creating sustainable health solutions. This included developing guidelines and strategies for long-term maintenance and effectiveness, involving government and local communities in sustainability plans, and ensuring that the infrastructure and improvements made remain functional beyond the project timeline. The Project exhibits potential sustainability issues. While efforts have been made for ongoing maintenance and support, there's an apparent lack of comprehensive and systematic planning for long-term sustainability. The project heavily relies on government commitment and community involvement, which might not be consistently reliable due to potential shifts in political priorities or resource constraints. Furthermore, the project's capacity-building efforts, though commendable, appear limited in scope and depth, raising concerns about the long-term technical capabilities of the local teams in sustaining the improvements made. This highlights a need for more robust, inclusive, and far-reaching strategies to ensure the enduring effectiveness of the health infrastructure developed.

The project included capacity building efforts, particularly in training for incinerator use and improving local technical expertise. This focus on skill development is crucial for ensuring the long-term success and sustainability of the health initiatives. By enhancing the capabilities of local staff, the project contributed to the strengthening of the overall health system. Immediate operationalization post-handover indicates promising sustainability prospects. However, challenges such as the need for more detailed initial project scoping and considering local climatic conditions in design were identified. The technical viability and sustainability of the project were emphasized, but challenges in areas like Beira highlighted the need for more effective local team involvement in future projects.

The project team clarified that while UNDP's responsibility ends with project completion and handover, they have made efforts to develop maintenance and operational guidelines for the government to adopt. The project's sustainability is also underscored by its alignment with international standards and local community involvement, such as in the supply of palm oil. However, the responsibility for maintenance lies with the government, and continuous efforts are required to sustain the infrastructure. This includes advocating for increased domestic and external funding to support ongoing maintenance and operation. The project's sustainability hinges on continuous maintenance and cleaning, with a future need to expand warehouses due to growing local demands.

##### Future Capacity of MOH and CMAM for Infrastructure Maintenance:

###### Evaluation Question:

**(1) What is the level of ownership of MoH authorities towards the project? (2) What are the plans or approaches of the MoH and CMAM to ensure that the initiatives will be continued after the project ends?**

**Summary findings:**

The Health System Strengthening Project's sustainability is anchored in the strong involvement and ownership of Mozambique's Ministry of Health (MoH) and CMAM. They played a critical role in ensuring ongoing maintenance and viability of the health infrastructure beyond the project's lifespan. However, challenges such as personnel changes have highlighted the need for consistent monitoring and involvement by MoH authorities. The project has enhanced the MoH's capacity to manage large-scale projects and handle waste management, but there is a need for more inclusive and comprehensive training, particularly at the central level, to ensure effective management of the infrastructure. Looking forward, the active involvement and capacity-building efforts suggest promising prospects for MoH and CMAM to sustain the project infrastructure effectively.

Sustainability has been a pivotal aspect of the Health System Strengthening Project, with a strong focus on ensuring ongoing maintenance and support. This reflects a deep understanding of the need for long-term viability in health infrastructure projects. The involvement of local communities and the government, particularly the MoH and CMAM, in maintenance plans indicates a level of ownership and commitment towards creating sustainable health solutions. The MoH and CMAM's role in these initiatives were critical to ensuring that the infrastructure and improvements remain functional and beneficial beyond the project's initial timeline. However, the sustainability of these projects' hinges on continued maintenance, government support, and community involvement, which are essential for their ongoing success.

Efforts to involve MoH staff and beneficiaries in the project were made, but regular changes in personnel monitoring the work posed challenges. This situation has been a learning point for future grants, highlighting the need for consistent monitoring and involvement of MoH authorities. Despite these challenges, the project has notably improved the Ministry of Health Infrastructure Department's ability to manage larger-scale projects and handle waste from health facilities. Additionally, the focus on training and capacity building, particularly for incinerator use, underscores the importance of enhancing local technical expertise. However, there is an identified need for more inclusive training involving central-level teams to ensure a comprehensive understanding and management of the infrastructure.

Looking ahead, the prospects for MoH and CMAM to sustain the project infrastructure are not clear. On the other hand, the training provided has been critical in equipping local personnel with the necessary skills to manage and maintain the new infrastructure. Nevertheless, the need for more inclusive and comprehensive training, especially involving central-level teams, remains an area for future focus. This approach will help ensure that all relevant personnel are adequately prepared to sustain the project's achievements and manage the health infrastructure effectively. Continuous training and capacity building will be crucial for maintaining the quality and effectiveness of the health services provided through this infrastructure.

#### **4.5.2. Contextual, Environmental and Social Sustainability:**

**Evaluation Questions:**

**(1) To what extent are project results likely to be dependent on continued financial support? (2) What is the likelihood that any required financial resources will be available to sustain the project results once the Global Fund assistance ends?**

**Summary findings:**

The Project faces sustainability challenges, including the need for ongoing financial support, policy barriers, and continuous capacity building in healthcare. Its long-term viability is heavily dependent on securing financial resources post-Global Fund assistance, highlighting the need for robust sustainability planning. The project emphasizes environmental and social sustainability, integrating these aspects into its planning and implementation to ensure that health interventions are both effective and responsible in the long term. This comprehensive approach acknowledges the interplay between health, environmental, and social factors,



**crucial in Mozambique's context. The project's commitment to environmental soundness and social equity is key to its long-term success and viability.**

The Project's long-term sustainability is likely to face several challenges, including the need for continued financial support, potential policy barriers, and the ongoing necessity for capacity building in healthcare. The dependency of project results on continued financial support raises questions about the sustainability of the initiatives once Global Fund assistance ends. This dependence underscores the importance of developing strategies for securing financial resources that can sustain the project results in the long term. The project's focus on building a solid foundation for sustainability, through capacity building, community ownership, institutionalization, and sustainability planning, is crucial. These efforts are essential for creating the necessary conditions for a lasting impact of the project, particularly in the face of financial and policy-related challenges. The Project evaluation showed potential gaps in its long-term sustainability plan. The project's dependence on continued financial support, particularly after the conclusion of Global Fund assistance, raises concerns about its financial viability. While the project incorporates environmental and social considerations, the likelihood of maintaining these sustainability measures without secured funding remains uncertain. This highlights a critical need for establishing more robust financial strategies and exploring diverse funding sources to ensure the project's objectives are sustainably met in the long term.

The project places emphasis on incorporating environmental and social sustainability measures, aligning with relevant standards in these areas. This focus is evident in the project's planning and implementation phases, where considerations for environmental impact and social inclusivity have been integrated. By addressing these aspects, the project ensures that its health interventions are effective in the short term and sustainable and responsible in the long term. The integration of environmental and social sustainability into the project reflects a comprehensive approach to health system strengthening, acknowledging the interconnections between health, environment, and social factors.

The inclusion of environmental and social considerations in the project demonstrates a commitment to ensuring sustainable health interventions. This approach was vital for the long-term success and viability of the project, as it ensures that the health system improvements are made in a way that is environmentally sound and socially equitable. The project's alignment with environmental and social sustainability standards highlights its proactive stance in addressing potential ecological impacts and social disparities. Such considerations are essential in the context of Mozambique, where environmental factors and social dynamics play a role in health outcomes and the effectiveness of health interventions.

#### **4.5.3. Ensuring Sustainability:**

##### **Evaluation Question:**

**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?**

##### **Summary findings:**

**The Project faces sustainability challenges due to funding needs, policy barriers, and the need for continuous capacity building. The project's focus on developing local capacities and infrastructure, along with capacity building, community ownership, and institutionalization, is critical for its long-term impact. Emphasizing practical, on-the-job training, the project aims to improve local staff skills for independent management. Plans for a more formalized training program highlight the importance of sustained skill development and staff engagement to ensure the health system's ongoing success.**

The long-term sustainability of the Project is challenged by factors discussed in the previous section. To address these challenges and improve sustainability prospects, the project has focused on building local capacities and infrastructure. These efforts are crucial for laying a solid foundation for the project's enduring impact. The project's emphasis on capacity building, community ownership, institutionalization, and sustainability planning are pivotal in creating conditions for a better and lasting impact but are not enough alone. This approach involves involving key stakeholders and government agencies to ensure ongoing support and sustainability, which is essential for the continuation of the project's outcomes and the potential for replicating its approach.

Several key strategies have been put in place to ensure the sustainability of the improvements made through the project, particularly in enhancing waste management systems. First, establishing fuel supply contracts for burnt oil and diesel is crucial. These contracts guarantee a consistent fuel supply, ensuring that incinerators operate without interruption. This continuous operation is vital for managing pharmaceutical waste effectively and sustainably. Second, developing clear procedures for using an incinerator is another significant step. These procedures standardize operations, reduce the risk of errors, and ensure that waste was handled in an environmentally safe manner. This standardization is crucial for maintaining the efficiency and effectiveness of waste disposal processes. Third, an equipment preventive maintenance plan is in place. Regular maintenance of the incinerators was essential to avoid breakdowns and ensure long-term functionality. This proactive approach to equipment care minimized downtime and extends the lifespan of the incinerators, thereby enhancing the sustainability of the waste management system. Fourth, regular visits to monitor incinerators' use help assess compliance with operational procedures and identify areas for improvement. These visits are instrumental in ensuring the incinerators are used effectively and as intended. Lastly, the continuous training of operators is vital. Ensuring that operators are well-trained and up with the latest operational protocols guarantees the correct and efficient use of the equipment. This ongoing education is key to maintaining high standards of operation and contributes significantly to the sustainability of the waste management improvements. Together, these strategies form a comprehensive approach to sustaining the advancements made in waste management, ensuring they continue to benefit the health sector and the environment in the long term.

Significant initiatives have been undertaken for capacity building among CMAM staff, focusing on enhancing operational efficiency and service quality. One key initiative was the training of managers throughout the supply chain, specifically aimed at developing their skills in pharmaceutical waste management. This training was vital as it equips managers with the necessary knowledge and skills to handle pharmaceutical waste responsibly and efficiently. By improving their expertise in this area, the initiative ensures that waste management processes are conducted in a manner that is both environmentally safe and compliant with regulatory standards. This not only enhances the operational efficiency of the waste management system but also contributes to the overall quality of healthcare services by maintaining a safe and clean environment. Additionally, the preparation and sharing of a pharmaceutical waste disposal model report with CMAM and IP's Direct Clients was another significant step towards capacity development. This report served as a crucial tool for harmonizing the information required for producing the Annual National Pharmaceutical Waste Management Report. By standardizing the reporting process, this initiative ensured that all relevant parties have a clear and consistent understanding of waste management practices. This harmonization was key to improving the accuracy and reliability of waste management data, which in turn supports better decision-making and policy development in the healthcare sector. These initiatives not only build the capacity of CMAM staff in crucial areas but also lay a foundation for continuous improvement in operational efficiency and service quality. They reflect a strategic approach to capacity development, focusing on enhancing individual skills and improving systemic processes within the organization.

However, there are notable shortcomings in long-term strategic planning. While the project has emphasized capacity building and local involvement, it has not sufficiently addressed the need for detailed, actionable plans for maintaining the project's results post-completion. This lack of comprehensive sustainability planning could lead to challenges in continuing the beneficial impacts of the project, especially in the absence of continuous external funding. A more focused approach to developing sustainable practices and resource allocation strategies is essential for the project's enduring success and replication potential. A critical aspect of the project's sustainability strategy is its focus on capacity building and training, particularly through practical, on-the-job experiences. This approach has led to improvements in the skills of local staff and their ability to manage processes independently. Despite the lack of a dedicated training budget, the project team's emphasis on on-the-job training for government staff involved in project implementation demonstrates a commitment to developing local capabilities. This focus on training, including specific areas such as incinerator use, was crucial for the long-term success and sustainability of the project. By enhancing local staff capabilities, the project not only achieves immediate objectives but also contributes to the strengthening of the overall health system.



To further improve the sustainability prospects of the project, there was an expressed interest in developing a more formal training program in the future. This would involve a dedicated training budget and a structured approach to building local capacities. The improvement in local capabilities due to ongoing training activities highlights the importance of continuous skill development and staff engagement. Such capacity-building efforts should be an integral part of the project's sustainability strategy, ensuring local personnel have the necessary skills and knowledge to maintain and build upon the project's achievements. Engaging local staff in a more structured training program will also help institutionalize the skills and practices needed for the sustained success of the health system.

#### 4.5.4. Environmental Sustainability:

##### Evaluation Question:

**What could be potential new areas of work and innovative measures for sustaining the results?**

##### Summary findings:

**The Project has successfully integrated innovative environmental solutions, like incinerators using recycled oil and solar energy, reducing fuel consumption, and aligning with environmental sustainability goals. This approach lays a foundation for future projects to incorporate sustainable practices in design and implementation, emphasizing community involvement and ownership for long-term effectiveness. Expanding capacity building and community engagement, particularly in operating and maintaining sustainable technologies, will be crucial. Collaborating with environmental experts to introduce new sustainable practices can further enhance the project's impact, ensuring both health effectiveness and positive contributions to environmental conservation.**

The Project has incorporated innovative environmental solutions that could serve as a model for future work. Notably, the project's use of incinerators that utilize recycled oil and have solar energy options was a step towards reducing fuel consumption and maintenance costs. This approach not only aligns with the health-climate nexus but also reflects UNDP's commitment to environmentally friendly solutions. By integrating these sustainable technologies, the project not only addresses immediate health needs but also contributes to broader environmental goals. The adoption of such environmentally sustainable technologies can be expanded in new areas of work, ensuring that future health system strengthening efforts are aligned with environmental sustainability principles. There is a need for a more critical perspective on environmental sustainability. While the project has incorporated innovative solutions, such as eco-friendly incinerators, the long-term effectiveness and maintenance of these technologies remain uncertain. There appears to be an underestimation of the challenges in training local staff and ensuring the consistent operation of these technologies. Additionally, considering the broader ecological effects of health infrastructure developments, the project could have benefited from a more comprehensive environmental impact assessment. This oversight might limit the project's contribution to broader environmental sustainability goals.

The project's focus on capacity building, community ownership, institutionalization, and sustainability planning played a solid foundation for the sustainability of its results. This comprehensive approach creates the conditions for the project's long-term impact and success. Future projects could build on this foundation by further integrating sustainable practices into all aspects of project design and implementation. By emphasizing community involvement and ownership, future initiatives can ensure that local communities adopt sustainable practices and maintain and champion sustainable practices. Institutionalizing these practices within local health systems and broader governance structures will further ensure their longevity and effectiveness.

To sustain the environmental sustainability results of the project, expanding capacity building and community engagement efforts could be a key area of focus. Training local staff and community members in the operation and maintenance of sustainable technologies, such as solar-powered incinerators, can empower them to take an active role in sustaining these initiatives. Additionally, engaging communities in environmental awareness and education programs can foster a culture of sustainability and environmental stewardship. Collaborating with local and international environmental experts to introduce new sustainable practices and technologies can also enhance the project's environmental impact. These efforts can ensure that the health system's strengthening initiatives are not only effective in addressing health needs but also contribute positively to environmental conservation and sustainability.



## Section 5: Conclusions, Recommendations, Lessons Learned:

### 5.1. Conclusions and Lessons Learned:

The analysis shows that the project, despite initial challenges, aligned well with local and national health priorities, effectively addresses target group needs, and contribute 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 were noteworthy aspects of its success. Conclusions and lessons were drawn from the project's implementation, guiding future health system strengthening initiatives.

#### 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 aligned strongly with UNDP objectives and development priorities at various levels. It supported the Sustainable Development Goals and aligned with UNDP's Strategic Plan 2022-2025, focusing on poverty eradication, inequality reduction, and resilience building. Locally, the project targets the specific health needs of vulnerable communities, enhancing access to healthcare and strengthening local institutions. Regionally, it contributes to health improvement strategies, sharing best practices for broader application. Nationally, it aligned with Mozambique's health policies, aiding in achieving health targets and enhancing the healthcare system. Internationally, the project showcased effective global health solutions, offering a replicable model for other countries, thus reinforcing its relevance and impact in sustainable development across multiple 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 effectively achieved its objectives and expected outcomes. The project notably enhanced healthcare infrastructure and service delivery, successfully addressing logistical and infrastructure challenges. It significantly improved the Ministry of Health's institutional and professional capacity, demonstrating effective stakeholder engagement from local to high-level participants. Despite initial challenges, the project's adaptability and strategic focus on healthcare access and capacity building ensured its effectiveness. These achievements affirm the project's alignment with Mozambique's health goals, illustrating its effectiveness in meeting immediate and long-term health needs of the population.

#### 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 was implemented with considerable efficiency, adhering to international and national norms and standards. Despite initial planning challenges, the project effectively managed resources, including financial, human, and technical assets. Efficient project management ensured adherence to deadlines and budgets, while maintaining quality in healthcare infrastructure development and operations. The strategic mobilization of additional resources and responsive risk management further underscored the project's efficiency. This efficient implementation facilitated the achievement of project goals, demonstrating adaptability to dynamic circumstances and effective navigation of logistical and bureaucratic hurdles.

#### 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 has had an impact, both directly and indirectly, on the country's health system. It has directly contributed to strengthening healthcare infrastructure, especially in disaster and conflict-affected areas, enhancing the resilience and capacity of the health system. The project's initiatives have also led to indirect effects, such as improved medical supply chain management and waste disposal practices. These improvements have long-term benefits, potentially influencing national healthcare strategies and practices. However, unintended consequences

may need monitoring, such as the sustainability of the improvements post-project and the continued need for external support to maintain the infrastructure.

### Conclusions on the Project's Impact:

**Main evaluation question 5: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining the long-term project results?**

The Project faced several sustainability risks, including financial, institutional, socio-political, and environmental challenges. Financially, the project's long-term success depends on securing continuous funding post-project. Institutionally, maintaining the enhanced health system requires ongoing government commitment and effective policy frameworks. Socio-politically, consistent stakeholder engagement and public support are crucial for sustaining the project's gains. Environmentally, the project must continue to address the impacts of climate change on health infrastructure. Addressing these risks was key to ensuring the project's long-term resilience and effectiveness.

### 5.2. Lessons Learned:

The lessons learned from the Health System Strengthening Project highlight the necessity of comprehensive planning and active local stakeholder engagement for successful project implementation. Key insights point to the need for flexibility in approach, especially in adapting to unexpected challenges and realities on the ground.

1. Emphasize the necessity of meticulously planning all project aspects, including scope, resources, and timelines, to mitigate unforeseen challenges and ensure smooth execution.
2. Ensure active involvement of local stakeholders throughout the project. This should include regular consultations, feedback sessions, and community collaborations to align the project closely with local needs and priorities.
3. Develop strategies to adapt to changing circumstances and unforeseen challenges effectively. This includes contingency planning and being open to iterative changes in the project's course as required by ground realities.
4. Establish clear and consistent communication channels with all stakeholders, particularly with key organizations like UNDP and the Ministry of Health. This involves regular updates, transparent decision-making processes, and collaborative problem-solving.
5. Define project objectives and scope clearly from the outset. Set up robust governance mechanisms to guide implementation, ensuring accountability, clear roles, and responsibilities.
6. Prepare for potential challenges during project execution by developing a proactive approach to problem-solving. This includes setting up dedicated teams or focal points to monitor progress and address issues promptly.
7. Enhance procurement systems for efficiency and effectiveness. Ensure robust technical advisory is available for critical decision-making, improving project outcomes.
8. Actively involve government institutions in the planning process. This ensures that the project aligns with national policies and leverages governmental support for better implementation and sustainability.

### 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.

#### A. Recommendations for UNDP:

1. **Enhance Project Monitoring:** Implement more robust monitoring systems to track project progress and address challenges promptly.
2. **Strengthen Local Capacities:** Focus on capacity-building initiatives (in-line with UNDP developmental mandate) to enhance local technical expertise and management skills.
3. **Expand Collaborations:** Foster partnerships with the government for knowledge exchange and technical support and diversify the collaboration beyond the construction of health infrastructure.

**B. Recommendations for the Ministry of Health:**

1. **Enhance Project Monitoring:** Implement more robust monitoring systems to track project progress and address challenges promptly.
2. **Strengthen Local Capacities:** Focus on capacity-building initiatives to enhance local technical expertise and management skills.
3. **Integrated Approach to Health Challenges:** Adopt a holistic approach to address the health system's needs, including infrastructure, logistics, and human resources.
4. **Adaptability and Resilience:** Develop strategies to enhance adaptability in face of unforeseen challenges such as pandemics or natural disasters.
5. **Environmental and Social Sustainability:** Prioritize environmental soundness and social equity in health interventions for long-term viability.

## 5.4. Future Directions:

The Future Directions section builds on the successful collaboration and partnership between UNDP and the Ministry of Health. It recognizes the potential for emerging opportunities in the next phase of their joint efforts. This section looks forward to exploring new avenues and initiatives, guided by the lessons learned and achievements so far, to further enhance health system strengthening. It reflects a commitment to continued innovation and progress in areas critical to public health and sustainable development.

1. **Supply Chain:** Focus on further developing the supply chain management to enhance efficiency and sustainability in healthcare services.
2. **Continued Advocacy for Resources:** Emphasize the need for ongoing advocacy to secure necessary resources. This includes financial, technical, and human resources to support the expansion and sustainability of the project's initiatives.
3. **Capacity Building Emphasis:** Prioritize capacity building for healthcare personnel, focusing on training and development to improve healthcare delivery and management.
4. **Health Financing Advocacy:** Strengthen efforts in advocating for health financing in national platforms,
5. **Technical Support for Ministry of Health:** Provide consistent and comprehensive technical support to the Ministry of Health, enhancing their capabilities in managing health systems effectively.
6. **Focus on Health-Climate and Health-Energy:** Develop climate-resilient infrastructure and promote the use of smart facilities powered by renewable energy to address environmental health concerns.
7. **Establishment of Community Health Model:** Set up community health posts in underserved areas, particularly those affected by natural and man-made disasters, to improve healthcare access and delivery at the grassroots level.
8. **Modernization of National Medical Stores:** Implement modern management systems in national medical stores, incorporating renewable energy solutions and security features to optimize healthcare supply chain management.

## Appendix A: Evaluation Matrix



Evaluation Questions	Indicators (or project attributes)	Data source(s)	Collection method(s)
<b>Relevance: Overarching question: Overarching question: How does the project relate to the main objectives of UNDP and development priorities at the local, regional, national and international levels?</b>			
1. How relevant were the overall design and approaches of the project?	<ul style="list-style-type: none"> <li>Stakeholder perception of project design relevance.</li> <li>Number of project design elements that align with target needs and context.</li> </ul>	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"> <li>Change in needs satisfaction levels of target groups.</li> <li>Number of target group needs addressed by the project.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
3. To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? Does the project contribute to the outcome and output of the CPD?	<ul style="list-style-type: none"> <li>Level of coherence between project objectives, inputs, activities, and outputs.</li> <li>Degree of project contribution to CPD outcomes and outputs.</li> </ul>	UNDP CO staff Project's technical officers MOH and other stakeholders	Interviews
4. Does the project's objective align with the priorities of the local government and local communities?	<ul style="list-style-type: none"> <li>Level of alignment between project objectives and local government priorities.</li> <li>Level of alignment between project objectives and community priorities.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
5. Does the project's objective fit within the national development priorities?	<ul style="list-style-type: none"> <li>Level of alignment between project objectives and national development priorities.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Interviews
6. 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"> <li>Origin of the project concept (local/national stakeholders).</li> <li>Level of stakeholder involvement in project development.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
7. Does the project objective fit Global Fund strategic priorities?	<ul style="list-style-type: none"> <li>Level of alignment between project objectives and Global Fund strategic priorities.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff	Documents review Interviews

		Project's technical officers MOH stakeholders	
8. Was the project linked with and in-line with UNDP priorities and strategies for the country?	<ul style="list-style-type: none"> <li>Level of alignment between project objectives and UNDP country strategies.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
9. To what extent were lessons learned from other relevant projects considered in the project's design?	<ul style="list-style-type: none"> <li>Number of lessons learned from previous projects incorporated into the project design.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
<b>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?</b>			
10. To what extent the project initiatives indicate that intended impact will be achieved in the future?	<ul style="list-style-type: none"> <li>Evidence of project initiatives leading to intended impacts.</li> <li>Stakeholder confidence in future achievement of intended impact.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff	Documents review Interviews
11. What impact did the work of the project have on the institutional/professional capacity of MoH authorities? Is there evidence of knowledge transfer even when the project has not a funded capacity development component?	<ul style="list-style-type: none"> <li>Degree of change in institutional/professional capacity of MoH authorities.</li> <li>Evidence of knowledge transfer.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers	Documents review Interviews
12. What has happened or is happening in the country that is making this intervention especially relevant now?	<ul style="list-style-type: none"> <li>Identified events or trends making intervention relevant.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers	Documents review Interviews
13. How did the intervention cause higher-level effects?	<ul style="list-style-type: none"> <li>Identified higher-level effects.</li> <li>Degree of association between intervention and higher-level effects.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
14. Is the intervention leading to other changes, including "scalable" or "replicable" results?	<ul style="list-style-type: none"> <li>Evidence of other changes caused by the intervention.</li> <li>Evidence of scalable or replicable results.</li> </ul>	Project documents/ reports Other relevant documents 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"> <li>Potential societal changes expected from the intervention.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
<b>Effectiveness: Overarching question: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
16. To what extent the project activities were delivered effectively in terms of quality, quantity and timing?	<ul style="list-style-type: none"> <li>Degree of adherence to planned project schedules.</li> <li>Quality of project deliverables as per predefined standards.</li> <li>Number of project activities completed as planned.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders  Project documents/ reports Other relevant documents	Interviews   Documents review
17. How effective has the project been in enhancing the institutional and professional capacity of MoH authorities?	<ul style="list-style-type: none"> <li>Change in MoH capacity levels (pre and post-project).</li> <li>Number of MoH staff trained.</li> <li>Level of application of acquired skills and - knowledge by MoH staff.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders Project documents/ reports Other relevant documents	Interviews   Documents review
18. 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"> <li>Number of MoH outcomes and outputs achieved by the project.</li> <li>Level of alignment of project outputs with national development priorities.</li> <li>Major factors influencing achievement or non-achievement of outputs.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Interviews
19. What are the key risks and barriers that remain to achieve the project objective?	<ul style="list-style-type: none"> <li>Number of identified risks and barriers remaining.</li> <li>Stakeholder perception of the severity of these risks and barriers.</li> </ul>	Project documents/ reports UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
20. 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"> <li>Areas of greatest project achievements.</li> <li>Identified supporting factors for these achievements.</li> <li>Potential areas for expansion or build-up of these achievements.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
21. What, if any, alternative strategies would have been more effective in achieving the project's objectives?	<ul style="list-style-type: none"> <li>Identified alternative strategies.</li> <li>Stakeholder perception of the effectiveness of these alternatives.</li> </ul>	Project documents/ reports Other relevant documents	Documents review

22. Are the project's objectives and outputs clear, practical and feasible within its frame?	<ul style="list-style-type: none"> <li>• Level of clarity of project objectives and outputs.</li> <li>• Feasibility of achieving objectives and outputs within the project timeframe.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
23. To what extent have stakeholders been involved in project implementation?	<ul style="list-style-type: none"> <li>• Level of stakeholder involvement in different stages of project implementation.</li> <li>• Number of stakeholder meetings and consultations held during project implementation.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
24. 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"> <li>• Number of project adjustments made in response to changing needs and priorities.</li> <li>• Stakeholder perception of project responsiveness.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
25. 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"> <li>• Change in capacity levels of national implementing partners on environmental advocacy (pre and post-project).</li> <li>• Number of climate change and environmental advocacy initiatives led by national implementing partners post-project.</li> </ul>	UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
<b>Efficiency: Overarching question: Was the project implemented efficiently and in line with international and national norms and standards?</b>			
26. To what extent have resources (financial, human, institutional and technical) been allocated strategically and used to achieve the above results in a timely manner?	<ul style="list-style-type: none"> <li>• Level of strategic resource allocation.</li> <li>• - Percentage of planned resources used to achieve results.</li> <li>• - Degree of adherence to planned timelines.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers	Documents review Interviews
27. 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"> <li>• Identified factors influencing funding decisions.</li> <li>• Extent of cost savings through coordination with other UN agencies and UNDP projects.</li> <li>• Number of duplicated activities identified.</li> </ul>	Project documents/ reports Other relevant documents	Documents review
28. 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"> <li>• - Number of overlapping and duplicated activities identified.</li> <li>• - Level of stakeholder perception of overlap and duplication.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH and other stakeholders	Documents review Interviews
29. Has the cost and delivery time of the procured medicine and medical products decreased, and if yes	<ul style="list-style-type: none"> <li>• Quality and adequacy of financial management procedures (in line with UNDP</li> </ul>	Project documents/ reports Other relevant documents	Documents review

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"> <li>and national policies, legislation, and procedures)</li> <li>Financial delivery rate vs. expected rate</li> <li>Management costs as a % of total costs</li> </ul>		
30. Is the project implementation approach efficient for delivering the planned project results?	<ul style="list-style-type: none"> <li>Project milestones in time</li> <li>Planned results affected by delays</li> <li>Required project adaptive management measures related to delays</li> <li>Level of efficiency of the implementation approach.</li> <li>Level of alignment of implementation approach with project results.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
31. What were the strengths, weaknesses, opportunities and threats of the project implementation process?	<ul style="list-style-type: none"> <li>Quality of the project's management, coordination and monitoring procedures (in line with UNDP and national policies, legislation, and procedures)</li> <li>Identified strengths, weaknesses, opportunities, and threats in the project implementation process</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers	Documents review Interviews
32. Are expenditures in line with international standards and norms?	<ul style="list-style-type: none"> <li>Evidence on value for money gained because of the close coordination and efficient utilization of resources</li> <li>Level of compliance of expenditures with international standards and norms.</li> </ul>	Project documents/ reports UNDP CO staff Project's technical officers	Documents review Interviews
33. Is the project implementation delayed? If so, has that affected cost-effectiveness?	<ul style="list-style-type: none"> <li>Extent of delay in project implementation.</li> <li>Impact of delay on cost-effectiveness.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH and other stakeholders	Documents review Interviews
34. To what extent is the project leveraging additional resources?	<ul style="list-style-type: none"> <li>Amount/Value of additional resources leveraged.</li> <li>Number of instances where additional resources were leveraged.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
35. To what extent do the monitoring system utilized by UNDP ensure effective and efficient project management?	<ul style="list-style-type: none"> <li>Effectiveness of the monitoring system in ensuring project management.</li> </ul>	Project documents/ reports  UNDP CO staff	Documents review  Interviews

	<ul style="list-style-type: none"> <li>Efficiency of the monitoring system in ensuring project management.</li> </ul>	Project's technical officers	
36. To what extent was the existing project management structure appropriate and efficient in generating the expected results?	<ul style="list-style-type: none"> <li>Appropriateness of project management structure.</li> <li>Efficiency of project management structure.</li> </ul>	Project documents/ reports  UNDP CO staff Project's technical officers	Documents review  Interviews
<b>Sustainability: Overarching question: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining the long-term project results?</b>			
37. To what extent did the project interventions contribute towards sustaining the results achieved by the project?	<ul style="list-style-type: none"> <li>Extent to which project interventions are designed for sustainability.</li> <li>Evidence of continued impact after project interventions.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders All other stakeholders	Documents review Interviews
38. What is the level of ownership of MoH authorities towards the project?	<ul style="list-style-type: none"> <li>Level of involvement of MoH authorities in the project.</li> <li>Level of MoH authorities' commitment to the project's sustainability.</li> </ul>	Project documents/ reports UNDP CO staff Project's technical officers MOH and other stakeholders	Documents review Interviews
39. What are the plans or approaches of the MoH and CMAM to ensure that the initiatives will be continued after the project ends?	<ul style="list-style-type: none"> <li>- Existence and quality of sustainability plans for the initiatives.</li> </ul>	All other stakeholders including donors and patients	Interviews
40. 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"> <li>Identified key factors/recommendations for sustainability and replication.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders All other stakeholders including other donors	Documents review Interviews
41. 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 Global Fund assistance ends?	<ul style="list-style-type: none"> <li>Degree of dependence of project results on continued financial support.</li> <li>Probability of availability of required financial resources post-project.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews
42. Does the end beneficiary have the necessary technical capacity to ensure that project benefits are maintained?	<ul style="list-style-type: none"> <li>Level of technical capacity of end beneficiary.</li> <li>Degree of confidence of end beneficiaries in maintaining project benefits.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff	Documents review Interviews

		Project's technical officers MOH stakeholders	
43. To what extent are the project results dependent on socio-political factors?	<ul style="list-style-type: none"> <li>Degree of dependence of project results on socio-political factors.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff MOH stakeholders	Documents review Interviews Online Questionnaire
44. To what extent are the project results dependent on issues relating to institutional frameworks and governance?	<ul style="list-style-type: none"> <li>Degree of dependence of project results on institutional frameworks and governance.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff MOH stakeholders	Documents review Interviews
45. What could be potential new areas of work and innovative measures for sustaining the results?	<ul style="list-style-type: none"> <li>Identified potential new areas of work.</li> <li>Identified innovative measures for sustainability.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff MOH stakeholders	Documents review Interviews
46. To what extent have lessons learned been documented by the project to inform the project for needful change?	<ul style="list-style-type: none"> <li>Existence and quality of lessons learned documentation.</li> </ul>	Project documents/ reports Other relevant documents UNDP CO staff Project's technical officers MOH stakeholders	Documents review Interviews

A green speech bubble with a white border containing the text 'Thank you!'. The background of the slide shows a person in blue scrubs holding a tablet, with a blurred hospital setting in the background.

Thank you!

**End of the report.**