

Annex 5. Management response template

UNDP management response template [Health System Strengthening – Mozambique]

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Input into and update in ERC: Position: Unit/Bureau:

Evaluation recommendation 1. Continue to build the partnership between the UNDP and MoH to support the health system's decentralization agenda and enhance equity outcomes.				
Management response: UNDP and other stakeholders to continue to provide targeted support to the Government to advance the Decentralization agenda in a meaningful manner and ensure the achievement of equity outcomes associated with similar kinds of projects.				
Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
Collaborate with the local authorities by building and strengthening their capacity in strategic planning and budgeting, management and leadership – using existing platforms.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)
Evaluation recommendation 2. Align the governance and coordination of similar future projects with existing structures.				
Management response: Increase efficiency and strengthen the capacities in the mid-long term by building on exiting coordination and engagement platforms.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Maintain active membership in National Logistics working group; and reporting as per ongoing system cleared in the ProDoc.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)
Evaluation recommendation 3. Work in advance to address and overcome the anticipated bottlenecks.				
Management response: Consolidate MoH partnership; seek (even) informal sharing among individual local private sector companies at a large scale.				
Key action(s)	Completion date	Responsible	Tracking	

		unit(s)	Comments	Status (initiated, completed or no due date)
Promote the practice of engaging support from MoH dedicated focal persons to coordinate with local authorities – and continue transparent discussion in technical forums, minute and communicated as necessary in Project Board and High-level specific sector groups, for increased appropriation through joint decision making and risks sharing.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)

Evaluation recommendation 4. Align health-related development prioritization according to government prioritization.

Management response: Continue align its development priority actions on HSS in close collaboration with the government and agree on prioritization of the different zones depending on the actual needs.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
Joint development of programme during grant making and further amendments to financing agreements.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)

Evaluation recommendation 5. Develop an integrated approach for technical assistance and capacity building, if funded by donors in future interventions.

Management response: Design a capacity building specific component if approved to be funded by donor.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Design a capacity building specific component if approved to be funded by donor.	No due date.	Health	To implement in case donor approves to fund.	No due date.

Evaluation recommendation 6. Document lessons learned on the design of the intermediary medical warehouses before the expansion of the model.

Management response: Ensure lessons learned re captured n final project handover to MoH.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Document lessons learned on the intermediary medical warehouse construction.	December 2021	Health	Provided to MoH.	Completed.

Evaluation recommendation 7. MOH to focus the capacity-building interventions on priority areas and based on robust need assessment.				
Management response: Support MoH to identify gaps and risks and devise, on that basis, an executable workforce plan, including interventions to address any over-or under-supply of staff and any skills gaps.				
Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
<p>Advocate in sector specific forums for the resource mobilization to ensure:</p> <p>a. Training of supply chain managers in priority areas is a short-term solution to cover urgent gaps</p> <p>b. Capitalize on the existing capacities already available at the MoH or created because of the project in Manica</p> <p>c. Development a toolkit or hand booklet in order to capture the procedures and process of building the capacity of the government staff in the project's area that could be used for future projects.</p>	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)
Evaluation recommendation 8. Diversify and differentiate the approach and business model for the technical assistance beyond construction activities to include other initiatives and innovations.				
Management response: Extend support for the post construction stage to support the operationalization, as fund is made available.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Work closely with the MoH project management team at central levels to identify opportunities for operational improvements in order to maintain the positive UNDP's partnership with the Government and ensure qualitative impact is retained and optimized.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)
Evaluation recommendation 9. Identify opportunities for achieving efficiencies in scale and high value-for-money.				
Management response: Devote efforts to identify the sources of value for money and eliminate avoidable and unnecessary costs for any future projects.				

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Continue implementation based on UNDP procurement rules and regulations and reinforce quality assurance mechanisms based on lessons learned.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)

Evaluation recommendation 10. Ensure the Government maintains sustainable budgetary support for the operational costs associated with the new projects.

Management response: The planned and ongoing projects need to be completed and linked strategically to achieve the broader goals of the national strategic plan.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
Advocate in sector specific forums for the donor programmatic and financial coordination towards support to MoH increase of domestic fund by reducing maintenance costs by using innovative solutions and efficient management models.	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)

Evaluation recommendation 11. Establish and integrate robust M&E systems as part of projects management of similar construction projects.

Management response: Promote mechanisms to establish and integrate robust M&E systems as part of projects management of similar construction projects.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Advocate in CO to: <ul style="list-style-type: none"> a. Strength and assign an M&E staff to projects (focal points) setting to help enforce M&E practices that lead to a successful project implementation; and to establish the right M&E metrics and monitor the project progression continuously b. Establish quarterly meetings to evaluate and track M&E indicators and keep records of meeting 	Ongoing process through all project implementation cycle (NFM3).	Health		Due date: end of Financing Agreement (currently 31 December 2022)

notes, and progress recorded on Sharepoint				
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Evaluation recommendation 12: Conduct a technical evaluation to assess the performance of the medical warehouse, if funded by donors in future interventions.

Management response: CMAM to conduct the analysis after one year of effective use to gather technical information. The performance evaluation methods to include benchmarking and any suitable analytical models.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Advocate with Principal Recipient the MoH to consider this action and attempt to mobilize resources to be able to implement.	2022	Health	Highlight key recommendations from final evaluation report in Project Board meeting.	Initiated.

Evaluation recommendation 13: Conduct follow-up evaluation activities to complement the findings of this evaluation, if funded by donors in future interventions.

Management response: Advocate with Principal Recipient the MoH to consider this action and attempt to mobilize resources to be able to implement. Those can be: (i) Analyze the pre-design evaluation findings with a view to better understanding early design decisions 'effect; (ii) conduct an impact evaluation three years after the warehouse becomes operating fully.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
Organize sessions with the MoH to explain the findings from the pre-design evaluation and their implications for how projects should be designed.	December 2021	Health	Provided to MoH in different report tools.	Completed.
Advocate with Principal Recipient the MoH to consider this action and attempt to mobilize resources to be able to implement.	2022	Health	Highlight key recommendations from final evaluation report in Project Board meeting.	Initiated.