



# Public Health Systems Strengthening: Mozambique

**TARGET POPULATION:** Provincial Health Departments (DPSs)

**LOCATION:** Mozambique

**PROGRAM DESIGN:** Organizational Capacity Building

**ESTIMATED COST:** \$1,000,000/Year

**FUNDING SOURCE:** CDC-CoAg # 5U2GGH001508

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## CORE ACTIVITIES

In Mozambique, NASTAD provides technical assistance (TA) and capacity building support to CDC-Mozambique and the Mozambique Ministry of Health (MISAU) at Provincial and District levels to improve the government and local partners' ability to conduct essential public health management functions to control the HIV epidemic. NASTAD has been working in three provinces of Mozambique (Cabo Delgado, Gaza and Zambezia) since 2014 providing capacity building and TA to the provincial health departments (DPSs).

NASTAD developed an Organizational Capacity Assessment (OCA) process—utilizing and modifying several existing organizational capacity assessment tools. The OCA tool is administered through a participatory and structured process which allows the DPS and other workshop participants to assess and reflect on their current management performance along the following leadership and management domains: planning & coordination, provincial and district supervision, quality improvement, financial management, supply chain management, laboratory services, human resource management and in-service training, and health information system. Participants go through

rigorous consensus building exercises to establish key priority domain areas that need improvement and technical support to make the DPS more effective and achieve its 90-90-90 target and sustained epidemic control. Finally, the OCA process is concluded by developing concrete action plans with specific objectives and activities for improvement.

The OCA process is developed and implemented in order that it can be replicated on an annual or sub-annual basis by the DPS and other provinces in Mozambique, with support from local community based partners, to identify specific capacity needs and priorities, and formulate an effective and actionable response. Following the OCA process, NASTAD will follow-up with the DPS and partners to ensure the successful implementation of action plans through TA and provision of capacity building. Ultimately, the DPS will become skilled in providing TA to one another and to their districts ensuring sustainability and transfer of skills and knowledge.

## DATA<sup>1</sup>

Mozambique is a predominantly rural country of approximately 27 million people, severely challenged by a generalized HIV epidemic. National HIV prevalence is 11.5% with significant regional variations in prevalence rates ranging from 25.1% in Southern provinces to 3.7% in Northern provinces.

In 2015, there were an estimated 1,643,065 people living with HIV (PLHIV), with a higher prevalence among women (13.1% vs 9.2% in men) and especially among young women (aged 15-24 years). Of the estimated number of PLHIV, 47% are currently on ART. The HIV epidemic has contributed to a low life expectancy of 51 years, and there are approximately 848,000 orphaned children.

## OUTCOMES

In August 2014, NASTAD facilitated the first OCA workshop in Pemba, Cabo Delgado with the active participation of 25 district and provincial leaders. The OCA workshop was successfully completed by developing an action plan that addresses gaps in three domain areas (monitoring & evaluation, human resources, and finance and administration) that are critical to achieving the DPS sustained epidemic control targets. From May 17 to 19, 2016, NASTAD conducted a three-day training in Cabo Delgado province to address issues of data quality, data use and strengthen data analysis capabilities of 25 district and provincial DPS program managers. NASTAD conducted regular follow-up supportive supervision visits to Cabo Delgado to provide additional technical support and mentorship to training participants and DPS in line with the action plan.

From November 22 to 24, 2016, NASTAD facilitated its second three-day OCA workshop in Xia-Xia, Gaza province with 35 participants representing provincial and district leadership and PEPFAR partners in the province (see Figure 1). Prior to the three-day organizational capacity assessment and action planning workshop, desk review of DPS

operational system and key informant interviews were conducted with the Gaza DPS senior leadership members. The OCA workshop was successfully completed by developing an action plan that prioritized three target areas for a capacity building intervention (supportive supervision, monitoring and evaluation, and laboratory). From March 22 to 23, NASTAD successfully completed the desk review assessment in Zambezia province identifying three key leadership and management challenges that need urgent intervention (quality improvement, service delivery, supply chain management). The three-day OCA workshop will be conducted in Zambezia from May 3 to 5, 2017 to finalize the organizational capacity action planning process.



Figure 1. Organizational Capacity Assessment Process

## EVALUATION

The project has not undertaken a formal evaluation aside from regular reporting to CDC as part of the cooperative agreement.

## STRENGTHS

- Core leadership and management competencies and capacity challenges which hinder provinces ability to plan, monitor and support delivery of HIV service identified by leaders in three provinces (Cabo Delgado, Gaza and Zambezia)

- Province-led comprehensive capacity building action plans developed to address priority capacity challenges
- Change leaders and change team identified who will lead the implementation of the action plan and monitor progress
- Facilitated implementation of capacity building activities and access to ongoing technical assistance and available partners and resources for implementation of the plans

## STAKEHOLDERS

- Mozambique Ministry of Health (MISAU)
- CDC-Mozambique
- Cabo Delgado, Gaza and Zambezia DPS
- NASTAD and
- ICF

## REFERENCES

1. US Department of State. FY 2016 Mozambique Country Operation Plan (COP). <https://www.pepfar.gov>

## PROGRAM CONTACT

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*Figure 2. Organizational Capacity Assessment Workshop in Xai-Xai, Gaza Province from November 22-24, 2016*