



HERA finding	Mercy Ships Response	Mercy Ships Action
<b>Area 1: Results achieved</b>	Management is pleased with the overall results achieved by the project to date.	The project is ongoing, and management is confident that the Clean Cut and Leadership outputs will be achieved.
<b>Area 2: Effective implementation</b>		
Monitoring and Evaluation approach only to a limited extent fit for purpose. Norad however approved the monitoring plan and LFA.	Management acknowledges the need for more systematic monitoring systems to better capture and analyse results at a program-level. Mercy Ships set up a MELD Team in 2021 whilst the project was ongoing.	Budget approved for 5 new monitoring and evaluation positions to work in country on capacity building projects in 2024.
Norad funded activities are to some extent aligned with government's priorities but are more tailored to the capabilities and preferences of the ship.	Management is satisfied that activities are to some extent aligned with government priorities. Cooperation with the MoH started in 2021 at a stakeholder workshop where partners and the MoH were invited. The aim was to identify areas where the needs of the government and the competence of Mercy Ships overlapped. Further Mercy Ships, Lifebox, CapaCare and the MoH held a meeting in Spring 2023 to offer to assist the MoH in writing a national surgical plan. In addition, any project modification was done in collaboration with MoH contacts.	The Lifebox partnership represents an attempt to move towards more outcome-focused programming. Mercy Ships is now working in Sierra Leone and is actively engaging with the Ministry of Health and Sanitation in Sierra Leone as well as mapping key partners and other donors to work with.
Mercy Ships is not yet adequately equipped to efficiently and effectively manage a health system strengthening project as per the standards for government (bilateral) funding.	Management agrees with this finding. It is important to note that the Theory of Change was designed with a patient focus and not a health system strengthening focus.	Mercy Ships made a shift in strategy, which began in 2021 and continues in 2023. Mercy Ships is making this strategic shift away from short courses as projects to more comprehensive programmatic work. This should enable Mercy Ships to have the processes and systems in place to implement programs to contribute to strengthening the health system.
<b>Area 3: Risks identified and mitigated</b>	Management agrees there could be new risks involved in working in Liberia now that Mercy Ships is no longer in country.	Mercy Ships will submit a revised risk register to Norad. Mercy Ships will carry out a monitoring visit in February and will continue to work with its partners in Liberia.
<b>Area 4: Sustainability beyond Norad and Mercy Ships funding</b>	Management agrees the changes achieved through the Norad funded activities may not be fully sustained, mainly because of the short duration of the project, which provides limited possibilities to achieve sustained change.	Mercy Ships plans to seek longer term institutional funding in the future so that sustainability is more likely to be achievable. Changes in strategy, as mentioned above, are also expected to further improve sustainability.