



QUARTER PROGRESS REPORT¹
QUARTER Q1 YEAR 2026

A. BASIC INFORMATION

Quantum Project ID	01004069	Reporting Date:	04/30/2026
Full Title:	Smart Health Systems Zambia (formerly Solar for Health Strengthening Health Sector Service Delivery)		
Start Date:	01/04/2025	Completion Date (and approved extension, if any):	31/12/2026
Total Project Fund (and fund revisions, if any):	USD 8,902,667.50	Annual Project Fund: AWP Budget (2025)	USD 8,902,667.50
Implementing Partner:	UNDP		
Donor/s:	MOH / GF		
Responsible Parties:	MOH		
Project Description	Zambia is grappling with a severe energy crisis due to prolonged droughts that have drastically reduced hydroelectric power generation, resulting in widespread load shedding—up to 17 hours daily in some areas. This has critically disrupted healthcare delivery, particularly in rural and underserved communities. The Solar for Health project, implemented under an 18-month Project Initiation Plan (PIP), is a collaborative effort supported by the Global Fund, the Government of Zambia, UNDP, and private sector partners. The initiative aims to install solar photovoltaic (PV) systems as well as low orbit satellite internet in over 400 rural health facilities to ensure reliable, sustainable electricity for essential services such as emergency care, maternal and child health, vaccine storage, and diagnostics. IoT sensors will be piloted in a subset of 8 model sites to demonstrate and test innovative smart health facility approaches. This intervention is a strategic response to strengthen Zambia’s health system by delivering clean energy solutions that ensure access, improve quality, and build resilience of health services, especially in underserved areas. It lays the groundwork for scaling Smart Health Systems by integrating solar energy, digital connectivity, smart facility design, sustainability planning, and innovative financing as core deliverables. Together these support Zambia’s universal electricity access by 2030, climate adaptation, and the SDGs (3, 5, 7, 9, 13, 17). Expected Outputs 1. Installation of Solar PV Systems in 426 Health Facilities Solar systems will be installed in 238 health posts, 113 rural and 7 urban health centres, 25 hospitals and 3 medical warehouses rural health facilities to ensure uninterrupted power supply, enhancing the reliability of medical equipment and vaccine cold chain storage. This will reduce dependence on costly and polluting fossil fuel generators. The project scope was updated in Q3 2025 to include solarization of 3		

¹ UNDP CO Template for project Quarterly Progress Reporting, Updated as of January 2024

	ZAMMSA warehouses, bringing the total number of sites to 426 which will strengthen national medical supply chain resilience and improve storage conditions for essential medicines. 2. Strengthening Healthcare Service Delivery Reliable electricity will improve maternal and neonatal care, emergency response, and diagnostic services in rural health facilities. Continuous power availability will support critical units such as laboratories and intensive care. The project scope was expanded in Q3 2025 to include installation and a one-year subscription for low orbit satellite internet (Starlink) at all target health facilities in partnership with Smart Zambia Institute, significantly enhancing digital connectivity for telemedicine, data reporting, and real-time coordination. Additionally, a pilot at a subset of 8 model sites will leverage reliable power and connectivity to demonstrate the use case for IoT sensors in strengthening health service delivery, enabling predictive maintenance and improved patient monitoring. In Q4 2025, a complementary initiative was introduced in partnership with the Government of India to pilot eVIN, an alternative open-source and scalable medicine tracking system, with ZAMMSA and MOH in two districts, supported technically by SZI. This addition will improve supply chain visibility and reduce stock-outs, ensuring that the benefits of reliable power and connectivity extend to medicine availability and overall health system resilience. 3. Capacity Building and Technical Training Healthcare staff and technicians will be trained in the operation and maintenance of solar PV systems and satellite internet infrastructure, supported by technical guidelines and SOPs. A national technical support network will be established to ensure long-term system sustainability. 4. Reduction of Operational Costs and Environmental Impact The use of solar energy will lower operational costs and reduce carbon emissions, contributing to Zambia’s climate change mitigation efforts. It will also decrease reliance on the unstable national grid. 5. Integration of Solar Energy in National Health Policies The project will support the Ministry of Health in developing policies for sustainable energy use in healthcare and promote public-private partnerships for system maintenance. It will also advocate increased investment in renewable energy for health facilities. 6. Financial Sustainability A PPP model will be developed to attract long-term investment, alongside a carbon credit certification process to generate additional funding. A financial sustainability framework and community engagement strategy will ensure continued operation and expansion of solar infrastructure.
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Target Group	Levels ☒ National ☐ Regional ☒ Sub-National (Provincial/District.) ☒ Community/Sectoral Groups	Shocks and Fragility ☐ Internally displace persons ☐ Migrants ☒ Persons directly affected by natural disasters ☐ Persons negatively affected by armed conflict or violence ☒ Refugees		Socio-Economic ☒ People living in multi-dimensional poverty ☒ People living under the national poverty line ☒ People living in Geographically Isolated and Disadvantaged Areas (GIDA) ☒ Unemployed persons		Status ☒ Key populations for HIV, tuberculosis, and malaria ☐ Minorities (race, ethnicity, linguistic, religions, etc.) ☒ Persons with disabilities ☐ Sexual and gender orientation ☒ Women ☒ Youth ☐ Indigenous People
Gender Marker	☐ Gen 0 No noticeable contribution to gender equality	☐ Gen 1 Some contribution to gender equality		☒ Gen 2 Gender equality as a significant objective Insert Link to GAP		☐ Gen 3 Gender equality as a principal objective Insert Link to GAP
Contributing to Directions of Change	☒ Structural transformation Structural transformation accelerated, particularly green, inclusive, and digital transition		☒ Gender and Leaving no-one behind No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development		☒ Building resilience Resilience built to respond to systemic uncertainty and risk	
Adopting the Development Enablers	☒ Strategic Innovation Empowering governments and communities to enhance the performance of entire systems, making them adaptive and resilient		☒ Digitalization Supporting countries to build inclusive, ethical, and sustainable digital societies		☐ Development Financing Partnering with governments and the private sector and other partners to align public finance and private capital flows with the SDGs and mobilize finance at scale	
Contributing to Moonshots	☐ Helping 100 million people to escape out of multidimensional poverty	☒ Supporting 500 million people to gain access to clean energy,		☐ Supporting 800 million people to participate in elections, many for the first time		☐ Promoting over US\$1 trillion of public expenditure and private capital investment in the SDGs.
2023-2027 CPD Outcome alignment	By 2027, ecosystems are healthier, and more people, including the marginalized and vulnerable, are more resilient, contribute to and benefit from the sustainable management and use of natural resources and environmental services, and more effective respons					

B.2 CPD Output indicator alignment <i>[Choose between 1-3 applicable indicators]</i>	<i>Indicator 1.2.2.: Number of people in rural areas with access to renewable energy solutions</i> <i>Indicator 3.1.1.: Number of strategies and policies developed to enhance digital transformation in public service delivery</i> <i>2.2.2 Number of public and private entities making investments in low emission solutions and schemes through UNDP support [IRRF 2.5.1.1]</i>
SDG Target Tagging	SDG 3, 5, 7, 9, 13 & 17

B. PROGRESS REVIEW

[CPD 2023-2027 indicator tracking 2024.xlsx](#)

Status of Output Indicators²

Expected output	Project Output Indicator	Accomplishment for the Reporting Period		Links to Evidence
		Quarter Target	Quarter Result	
Output 1: Installation of Solar PV Systems in 400 Health Facilities	Number of health facilities equipped with operational solar PV systems	Achieve substantial completion of solar works at 8 model sites; secure 100% shipment of solar goods; and operationalize capacity-building frameworks.	Health facility solarization: Achieved substantial completion of solar PV installations across 8 model health facilities, with technical snags identified, documented, and queued for Q2 2026 resolution. 100% of project solar equipment was successfully shipped and in transit, with physical deliveries arriving at central warehouses for Eastern, Northwestern, Copperbelt, and Southern Provinces to position accelerated Q2 scale-up. Equipment at the 8 model sites and the Southern Province warehouse batches were successfully labeled with GRZ asset tags. ZAMMSA warehouse solarization: Successfully delivered solar PV panels and inverters for 3 ZAMMSA warehouses to Lusaka, officially integrating them into the GRZ asset tracking	Purchase Orders for Output 1 Q3: PO_10447897 to ASACO

² Ensure Consistency with ProDoc and AWP indicators

Expected output	Project Output Indicator	Accomplishment for the Reporting Period		Links to Evidence
		Quarter Target	Quarter Result	
			system. Approved Contractor HSE, QA, and O&M Plans. Connectivity: 751 connectivity kits were physically received, verified, and entered into the national asset inventory. Progress was made on the "Smart Health Facilities" IoT sensor pilot, with Smart Zambia Institute (SZI) developing the back-end government-hosted server arrangements. Capacity building: Produced and validated End-User Training materials, establishing a standardized framework for facility staff. A South-South Cooperation familiarization mission to India was successfully completed for the eVIN pilot, involving key delegates from MOH, ZAMMSA, PDU, and SZI. Sustainability: Initiated strategic dialogues (e.g., with BIOFIN) to explore alternative financing models dedicated to supporting sustainable Operations & Maintenance (O&M) of the installed systems.	
Output 2: Project management Support	n/a	Institutionalize national technical guidelines, support the MOH-led multi-sectoral TWG, finalize the ProDoc, and ensure practical SES compliance.	Technical assessment & baseline: National Solar for Health Facilities design guidelines, standardized assessment tools, and commissioning checklists were formalized and adopted. Governance & stakeholder engagement: Multi-sectoral project governance was supported through active participation in the MOH-convened Solar for Health Facilities Technical	

Expected output	Project Output Indicator	Accomplishment for the Reporting Period		Links to Evidence
		Quarter Target	Quarter Result	
			Working Group (TWG), which successfully endorsed the master site list following UNDP presentations. Decentralized coordination was solidified through sub-national engagement, evidenced by validated site data submissions from Provincial Health Directors. The ICT Community of Practice was formally established. ProDoc: The Project Document (ProDoc) was fully drafted and advanced into UNDP internal clearance, solidifying the project’s performance monitoring framework. Communications & visibility: Deployed an integrated communications strategy, resulting in the launch of IEC materials and the publication of project procurement notices to ensure transparent, competitive bidding. SES compliance: Foundational integration of Environmental and Social safeguards was achieved across active sites, including the deployment of Grievance Redress Mechanism (GRM) posters and briefings for facility management.	

Status of Activities³

³ Ensure Consistency with AWP

		Physical Performance		Financial Performance (Cumulative)			
Expected output	Activity Indicator	Quarter Target	Accomplishment for the Quarter ⁴	Planned Budget	Donor Code	Expenditure ⁵	Delivery Rate ⁶
Overall Project Delivery – Output 1 & 2 Including GMS				8,902,667.50	012772	7,057,035.81	79%
Output 1: Installation of Solar PV Systems in 400 Health Facilities	Number of health facilities equipped with operational solar PV systems	Execute model site technical works, process GRZ asset tagging for received goods, deliver the inaugural end-user training, and advance the IoT pilot.	Health facility solarization: Executed continuous technical oversight visits across 8 model sites, proactively identifying and tracking contractor snag lists to ensure compliance ahead of Q2 resolution and commissioning. ZAMMSA warehouse & Connectivity: Conducted physical asset tagging exercises using GRZ asset tags for Southern Province batches and the 8 model sites in direct coordination with SZI. Advanced the IoT sensor pilot by coordinating with SZI on the development of the back-end government-	6,905,000.00	012772	5,903,521.30	86%

⁴ Use traffic light to indicate progress vis-à-vis annual output targets in AWP: Green (Completed), Yellow (Ongoing), Red (Delayed/Not started). Data provided can be qualitative or quantitative based on the nature of the output indicator

⁵ Expense + commitment + advances (excluding 7% GMS)

⁶ (cumulative expenditure/planned budget) * 100

Expected output	Activity Indicator	Physical Performance		Financial Performance (Cumulative)			
		Quarter Target	Accomplishment for the Quarter ⁴	Planned Budget	Donor Code	Expenditure ⁵	Delivery Rate ⁶
			hosted server arrangements. Executed follow-ups with provincial and district focal points to lock in the final, validated project site list. Capacity building: Delivered the inaugural Solar System End-User Training on 27 March 2026 at Kamwala Urban Health Centre. Initiated the development of scalable e-learning modules with SZI. Participated in the South-South Cooperation familiarization mission to India for the eVIN pilot. Sustainability: Facilitated targeted meetings with BIOFIN to explore actionable financing solutions specifically structured for long-term system O&M.				

Expected output	Activity Indicator	Physical Performance		Financial Performance (Cumulative)			
		Quarter Target	Accomplishment for the Quarter ⁴	Planned Budget	Donor Code	Expenditure ⁵	Delivery Rate ⁶
Output 2: Project management Support	n/a	Support the MOH-chaired TWG, facilitate the National Validation Workshop, scale the project management team, and deploy site-level GRM.	Governance & stakeholder engagement: Participated in the MOH-chaired Solar for Health Facilities TWG meeting at the end of January (comprising MoEng, MLGRD, REA, UNDP, UNICEF, World Bank, CHAZ, and Yield Play). Presented on key agenda points, leading to the TWG endorsing the site list and mandating the development of national design guidelines. Hosted the Provincial Kick-Off Meeting (23 Jan) to present the scope to Provincial Health Directors and distribute standardized data collection templates. Technical assessment & baseline: Following the TWG mandate, convened the 2-day National Solar Design Guidelines Validation Workshop (17-	1,415,250.00	012772	1,041,544.51	74%

Expected output	Activity Indicator	Physical Performance		Financial Performance (Cumulative)			
		Quarter Target	Accomplishment for the Quarter ⁴	Planned Budget	Donor Code	Expenditure ⁵	Delivery Rate ⁶
			18 Mar), systematically integrating stakeholder feedback to finalize the digital (Kobo-based) site assessment tool. Project team: Expanded project implementation capacity by successfully recruiting and onboarding 1 National Project Engineer. M&E & SES compliance: Delivered comprehensive SES inductions to 2 principal awarded contractors and their sub-contractors. Completed the ESIA for the Kabwe ZAMMSA Warehouse. Physically deployed GRM posters at active project sites and conducted explanatory briefings with the respective facilities-in-charge to ensure localized understanding of the mechanism.				

C. Key Challenges and Next Steps

Explain why activity indicator targets were not met and plans to catch-up in the next quarter

Key Challenges • Supply chain delays for critical hardware impacted Q1 deployment schedules. Late delivery of solar goods from the health facility turnkey contractor, as well as delayed shipments of connectivity kits from SpaceX (Starlink), pushed the physical availability of equipment toward the end of the quarter. While goods for Eastern, Northwestern, Copperbelt, and Southern Provinces, alongside the 751 Starlink kits, have now been received and asset-tagged, the late arrivals significantly constrained the window for Q1 installations, forcing the bulk of the rollout into Q2 2026. • Carryover of workmanship and installation quality issues at the 8 model sites. While installations at the 8 model sites reached substantial completion, previously identified quality assurance issues (snags) were not 100% resolved by the contractor during Q1. Corrective actions remain pending and are being closely tracked for resolution prior to official commissioning in Q2. • Outstanding scope gaps for facility wiring/electrification require formal change management. The gaps identified between baseline assumptions and actual on-site electrical conditions (requiring internal wiring beyond originally supplied materials) remain unresolved. A formal change management process is still under development to address these scope gaps in a controlled, compliant manner before mass rollout. Key Activities Scheduled for the Upcoming Quarter (Q2 2026) Solar PV — 423 Health Facilities • Commissioning: Close 100% of outstanding snags at the 8 model sites with formal QA sign-off and officially commission the sites. • Accelerated Rollout: Enforce a revised implementation schedule for the turnkey contractor to commence accelerated installations in Eastern, Northwestern, Copperbelt, and Southern Provinces, leveraging the goods successfully tagged in Q1. • Change Management: Finalize and approve the change management framework to address wiring/electrification scope gaps and proceed with compliant installations. Solar PV — ZAMMSA Warehouses (3) • Receive the in-transit deliveries of pending batteries and containerized technical rooms. • Complete physical installations across all 3 ZAMMSA sites, conduct QA testing, and coordinate final site readiness and formal handover/acceptance with ZAMMSA. Connectivity — Starlink • Transition to a Provincial Health Office (PHO)-led installation model, augmented by technical support from the solar turnkey vendor, to expedite the rollout of the 751 received kits. • Commence installation and activation of priority links under this decentralized model, ensuring tight alignment with the TWG-endorsed site list and concurrent solar commissioning schedules. Smart Health Facilities — IoT Pilot (8 model sites) • Receive the currently shipping IoT equipment and execute physical installation and configuration across the 8 model sites. • Finalize the back-end government-hosted server arrangements with Smart Zambia Institute (SZI) and validate the functionality of reporting dashboards and alerts.
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Capacity Building (Target: 1,000 trainees)

- **UNDP-Led Training of Trainers (TOT):** Finalize the comprehensive capacity-building package and deliver a TOT for the turnkey vendor to ensure standardized knowledge transfer.
- **Cascaded Training:** Roll out training to provincial, district, and facility-level staff, covering essential O&M, troubleshooting, and safety for both solar and connectivity systems.
- Advance the development of the SZI-hosted e-learning platform to support scalable, long-term capacity building.

Sustainability & Governance

- Advance strategic financing dialogues (e.g., with BIOFIN) to translate the Sustainability Framework into practical, funded O&M arrangements.
- Complete internal clearance for the ProDoc and convene the Project Board for formal endorsement.

Communications & Visibility

- Deliver a government-led launch event for the 8 model sites.
- Initiate planning and coordination for a joint launch event for the ZAMMSA warehouses in partnership with the RSSH project (targeting late Q2/early Q3).
- Continue milestone communications and visibility campaigns under the integrated project plan.

D. RISK LOG UPDATE⁷

Assess identified risks and record new risks that may affect project implementation.

Include risks identified in the Project’s Social and Environmental Screening, Programme Visits, audit/spotcheck findings, if any.

Risk Category	Risk Description	Risk Validity	Risk Level	Risk Owner	Risk Status	Risk Mitigation Measure	Risk Treatment Owner	Status of Risk Treatment	Links to Evidence
Standard 7: Labour and Working Conditions	Generation of electronic waste (“e-waste”) thus solar panels and/or batteries at the end of their useful lives.	01/04/2025 – 31/12/2028	Moderate	Chief Technical Advisor, Ranya Sherif	Monitoring	Develop and implement a Targeted Waste Management Plans to manage E-waste	Solar for Health Project Team	Mitigation plan in development	Concept Note - Toward a Circular Solar Health System: Scoping for Safe End-of-Life (EoL) & e-Waste Management in Zambia

⁷ Ensure consistency with Risk Log in ProDoc and Quantum

Risk Category	Risk Description	Risk Validity	Risk Level	Risk Owner	Risk Status	Risk Mitigation Measure	Risk Treatment Owner	Status of Risk Treatment	Links to Evidence
Standard 8: Pollution Prevention and Resource Efficiency	Installation of the solar systems	01/04/2025 – 31/12/2028	Moderate	Chief Technical Advisor, Ranya Sherif	Monitoring	The project will hire certified solar installers with trained personal OSH (with Valid Workers Compensation Certificate). The contractor will provide Personal Protective equipment (PPE)	Contract Manager, ITM Green Energy Team, Peter Lusi	Mitigation plan in place	Peak HSSE Plan – v2
Standard 2: Climate Change and Disaster Risks	Damages to installed solar system (Open air structures)	01/04/2025 – 31/12/2028	Low	Chief Technical Advisor, Ranya Sherif	Monitoring	The solar systems are designed to meet national and international codes and standards including electrical and structural safety considerations as well as equipped with	Contract Manager, ITM Green Energy Team, Peter Lusi	Mitigation plan in place	Design pack

Risk Category	Risk Description	Risk Validity	Risk Level	Risk Owner	Risk Status	Risk Mitigation Measure	Risk Treatment Owner	Status of Risk Treatment	Links to Evidence
						anti-theft mechanisms to protect from tampering. Flood risk analysis conducted for all sites.			
Standard 3 Community Health, Safety & Security); Standard 8 (Pollution Prevention & Resource Efficiency)	Installing PV on asbestos-containing roofing (ACM) may disturb fibers, exposing workers/patients/communities.	Q3 2025; ongoing into Q4	High	CTA – Solar for Health	Active	No PV on ACM; redesign to iron-sheet or ground-mount.	Contract Manager (ITM); Contractor; MOH	Mitigation in place; risk treatment plan finalized and communicated to the contractor; compliance monitoring underway	ITM/Peak Meeting Notes
Coordination / Site Allocation	Incomplete cross-partner mapping of active projects and site allocations has resulted in 46 confirmed overlaps with other implementers; additional duplications continue to surface as new partner lists emerge.	Q3 2025 (ongoing into Q4)	High (Med likelihood / High impact)	Chief Technical Advisor, Ranya Sherif	Active	Establish a centralized, GRZ-hosted digital registry for partner mapping & asset inventory. MOH to enforce pre-mobilization cross-checks	MOH Infra-structure Unit (lead) with UNDP support (tooling, coord.)	In progress: MOH convened validation; registry design/initiation underway; partner list reconciliation ongoing.	20240826 - TWG Terms of Reference- 26.08.2024.docx

Risk Category	Risk Description	Risk Validity	Risk Level	Risk Owner	Risk Status	Risk Mitigation Measure	Risk Treatment Owner	Status of Risk Treatment	Links to Evidence
						against the registry.			
Standard 3 Community Health, Safety & Security); Standard 8 (Pollution Prevention & Resource Efficiency)	Lithium batteries increase the risk of fire in the health facilities	Q1 – post-installation	Moderate	CTA – Solar for Health Chief Technical Advisor, Ranya Sherif	Active	Equipment quality standards, wiring by qualified personnel, install smoke detector and fire extinguisher for each technical room	Contract Manager (ITM); Contractor; MOH	SOP drafted, smoke detectors and fire extinguishers procured	SOP - Response to Smoke or Fire in Solar - Battery Technical Room.docx
Standard 3 Community Health, Safety & Security);	Risk of theft of installed equipment	Q2 – post-installation	High (Med likelihood / High impact)	CTA – Solar for Health Chief Technical Advisor, Ranya Sherif	Active	Anti-theft Clamps, community engagement	Contract Manager (ITM); Contractor;	Technical Solution pending. Community Engagement Plan in place.	00 - External Engagement Plan

1.

Emerging SES risks, issues of concern (All Projects)

(List new risks identified in the period under review- Emerging risk to be added to the register in quantum/Quantum +)

Refer to updated risk register for new risk and mitigation related to risk of theft.
2.

Status of complaints/grievances/Feedback

(List grievances, and current status, issues of concern, feedback received from stakeholders)

No complaints received in the reporting period.

Grievance/Feedback Register

No.	Description of Grievance/Feedback	Date Received	Reported By	Action Taken	Comments

3. Stakeholder Engagement

Dates of Engagement	Who was engaged	Issues discussed	Main Outcomes
03/04/2025	S4H Project Launch (Ministry of Energy, Ministry of Health, Media and other Public and Private Stakeholders)	Launch and presentation of the S4H Project	Project formally launched and presented to key stakeholders
01/04/2025	UNICEF/MOH Monthly Coordination meeting for the HFSE project (Jordan, Zacharia)	Presentation of the S4H project and ambition to connect all systems via a third-party digital platform	S4H project presented with an ambition to connect all systems via a third-party digital platform
04/07/2025	Project Steering Committee (MOE, MOH, MLGRD, REA, ZEMA; UNDP, ILO, UNICEF)	Project scope and progress update; coordination arrangements	Need for stronger GRZ representation in coordination meetings noted and endorsed
13/08/2025	UNDP & Smart Zambia Institute (SZI)	Drafting initial budget for health-facility internet connectivity; roles, timeline, logistics/technical risks	Initial budget drafted and submitted to SZI for review; pending endorsement and LOA signing
19/08/2025	ZAMMSA Warehouse Site Visit (Lusaka) – ZAMMSA/MOH/UNDP	On-site review of warehouse solarization scope, metering and logistics	Site conditions validated; actions logged for design finalization
20/08/2025 - Recurring ~bi-weekly	UNDP / MOH – Global Fund PCU (bi-weekly)	Implementation challenges; align priorities for next quarter; monitoring approach	Agreed implementation priorities; bottlenecks addressed; strengthened coordination and activity tracking
29/08/2025	SpaceX/UNDP Partnership Dialogue (Starlink)	Exploration of connectivity partnership for health facilities	Follow-up actions captured with UNDP and SpaceX focal points
03/09/2025	Lusaka Provincial Health Office & District Health Directors	District/provincial project kick-off; scope, schedule, data needs	Shared data-collection template; received facility-in-charge contacts; one site swapped based on DHD feedback (already solarized)
03/09/2025 - 31/12/2025	Facilities-in-Charge (8 model sites and 31 sites assessed in Lusaka and Central Province)	Site introductions; energy needs, responsibilities; data template walk-through; verification of facility list;	Contacts confirmed; determination of solar panel mounting and technical cabinet location, floor plan development

Dates of Engagement	Who was engaged	Issues discussed	Main Outcomes
		briefing on Governance Redress Mechanism and handover of GRM poster	
03/09/2025	External Engagement planning (MOH Directorate of Health Promotion; MoE Senior PR Officer)	Communications and external engagement approach for S4H	Comms focal points confirmed; outline of joint messaging and upcoming touchpoints agreed
05/09/2025	Ministry of Energy (Technical Services) – Introductory meeting	Standards, commissioning checklist, load profiles; early utility engagement	Focal points designated; MoE to share latest standards and templates
09/09/2025	Ministry of Local Government & Rural Development (MLGRD)	Briefing on S4H rollout; coordination with CDF & district structures	Next steps defined for district coordination and information flow
25/09/2025	A2EI – Prospect open-source platform (coordination meeting)	Potential integration for monitoring & planning; info-session concept	Agreed to arrange GRZ info-session; data-sharing needs outlined
Recurring: 05/03–31/12/2025 (Wednesdays)	Weekly progress meeting – UNDP/ITM Green Energy	System architecture, digital platform integration, procurement & delivery sequencing	Dependencies mapped; interfaces clarified; actions captured each week
Recurring: 13/08–31/012/ (Wednesdays)	Weekly progress meeting – UNDP/Peak (Contractor for 423 Health Facilities)	Contractor mobilization, design reviews, schedule, risk log	Weekly tracker established; design queries resolved; next 2-week look-ahead agreed
03/10/2025 - 31/12/2025 (Wednesdays) Recurring	ASACO/Lunai (ZAMMSA Warehouses Solarization) – Kick-off with UNDP, ZAMMSA, MOH, MoE	Kick-off: scope, roles, timeline, coordination mechanisms	Design reviews, procurement, site logistics, HSE, commissioning planning
05/10/2025	Rural Electrification Authority (CEO, Director Engineering Services, Manager Off-Grid (A))	Alignment with REA off-grid strategy; roles and data-sharing; coordination at district level	Agreed focal points and information-sharing; coordination mechanism for rural sites confirmed
06/10/2025	A2EI Prospect Info-Session (Virtual) – GRZ technical colleagues; Co-hosted by UNDP Zambia & A2EI	Prospect platform overview; integration pathways with S4H (solar monitoring, IoT/digital twins), data flows & governance, and GRZ onboarding steps.	Session scheduled; objective is to gather technical inputs and assess integration pathways (monitoring, IoT, digital twins)
06/10/2025	Ministry of Housing, Infrastructure and Urban Development	Alignment with GRZ Standards	Open lines of communication for technical quality assurance and joint monitoring through the TWG
09/10/2025	External Partners – SHS External Engagement Meeting	Project updates and feedback	Strengthened partner alignment on SHS strategy
10/10/2025	UNDP, MOH – Technical Session 2	Modular solar solutions	Shared systemic model for scaling SHS
19/11/2025	ZESCO	Net Metering at ZAMMSA Warehouses and grid-connected HFs	Initiated planning for net metering at ZAMMSA warehouses

Dates of Engagement	Who was engaged	Issues discussed	Main Outcomes
22/10/2025	UNDP, MOH – eVin Discussion	Integration with health systems	Clarified roles and data flow for eVIN
07/11/2025	Asaco – SES Induction	Social & Environmental Standards	Orientation on SES compliance and PSHEA policies
20/11/2025	MOH & Smart Zambia Institute (SZI) — Zambia Smart Health Facilities Workshop (ZMB_GF_SHF); End-user consultation	IoT sensor packages, digital monitoring systems	Validated design requirements, use-cases and prioritized sensor requirements
01/12 – 05/12/2026	ICT & Digital Health Training/Workshop (MOH, SZI sub-national focal points)	Connectivity, data, platform onboarding	Trained 20 provincial ICT and MOH ICT officers on Starlink and Digital Health topics. Established cohort for national ICT Community of Practice
16/12/2025	Engagement with Presidential Delivery Unit	Smart Health Systems Initiative: solar installations, internet connectivity, IoT monitoring, alignment with SmartCare Pro & eLMIS, sustainability via CDF	Agreed on collaboration, local ownership, youth involvement, and integration with national systems
18/12/2025	Global Fund Country Coordination Mechanism	Briefed on project progress and vision for future interventions	Shared understanding of objectives, progress and next steps
Weekly (Q1 2026)	ZAMMSA, UNDP (CO & ITM), Asaco	Progress tracking, risk management, and logistical coordination for the solarization of 3 ZAMMSA warehouses.	Consistent progress tracking and proactive issue resolution to keep the ZAMMSA warehouse solarization on schedule.
Weekly (Q1 2026)	Smart Zambia Institute (SZI), Ministry of Health (MOH), UNDP	Weekly progress review of the Smart Health Systems project, focusing on implementation, challenges, and next steps.	Strengthened coordination and continuous alignment on the Smart Health Systems project deliverables and timelines.
Jan 13, 2026	MOH Infrastructure Sub-Committee and partners	Coordination of ICT matters in health facilities among various implementing partners.	Strengthened coordination and alignment on partner activities related to ICT infrastructure in health facilities.
Jan 20, 2026	Rural Electrification Authority (REA), Off-Grid Developers	Identification of barriers and investment opportunities in Zambia’s off-grid energy market.	Identified key barriers and actionable policy, regulatory, and financing solutions to catalyze private-sector investment.
Jan 23, 2026	Country-wide Provincial & District-level Kick-Off with all Provincial Health Directors (PHDs) - Virtual	Project briefing, validation of the health facility site list, and distribution of data collection templates.	PHDs briefed on the project scope; site lists and data collection templates were shared, initiating the process of refining the final site list.

Dates of Engagement	Who was engaged	Issues discussed	Main Outcomes
Jan 28, 2026	Provincial ICT focal points (PHO and SZI Provincial officers)	Monthly project updates and briefings for the ICT Community of Practice.	Enhanced coordination and knowledge sharing among provincial focal points to support a standardized rollout of Smart Health Systems.
Jan 30, 2026	MOH Solar for Health Facilities TWG (MOH, MLGRD, REA, World Bank, UNDP, UNICEF, Yield Play)	Validation of partner site assignments, confirmation of site list management criteria, and alignment on technical standards.	Agreed to circulate a master site list to avoid duplication and to develop a formal MoH circular on minimum technical standards for all partners.
Feb 3, 2026	Service & Applications and Infrastructure joint subcommittee and partners	Coordination of ICT matters, including service, applications, and infrastructure in health facilities.	Improved alignment among partners on the technical aspects of ICT implementation in health facilities.
Feb 17-19, 2026	Facility In-Charges and personnel across 8 model sites	Site operations feedback and Social and Environmental Standards (SES) inspections.	Successfully completed SES inspections to ensure compliance and captured direct operational feedback from site personnel to guide ongoing implementation.
Mar 17-18, 2026	MOH, UNDP, UNICEF, US Embassy, REA, Ministry of Infrastructure, private sector, and NGOs	Validation of the draft Solar for Health Design Guidelines, site assessment tool, and commissioning checklist.	The structure and approach of the guidelines and tools were validated, with consensus reached on using Kobo for site assessments and strengthening technical standards nationally.

4. Communications and Visibility

Description of all communication and visibility activities & budget	Link
Launch of the Solar for Health Project	https://x.com/undpzambia/status/1907817053534273870?s=46 JSDGET (1) - OneDrive
Smart Health Facilities Awareness initiative- Television Interview	 SMART Health Systems ZNBC Script.
Smart Health Facilities Awareness initiative- Online Article	Smart Health Facilities: A Turning Point for Zambia’s Healthcare United Nations Development Programme
Project Communications Folder – Draft Implementation plan, IEC materials – banners, pop-ups, posters , stationery, wearable visibility	05 - Communications

Project Website	https://www.undp.org/zambia/projects/smart-health-systems
SZI-UNDP LOA Signing Ceremony - Social Media - X	https://x.com/UNDPZambia/status/1984273349351194973
SZI-UNDP LOA Signing Ceremony - Social Media - Facebook	https://www.facebook.com/UNDPZambia/posts/pfbid02uDhHedsBuni2mhxMYEULuioPuUyfG6oq88sjM9jnRgrrVuXATW3N6b5RFi13XX4Pl
SZI-UNDP LOA Signing Ceremony - Social Media - LinkedIn	https://www.linkedin.com/posts/undp-zambia_historic-milestone-for-digital-healthcare-activity-7390041294900752384-Mcrb
SZI-UNDP LOA Signing Ceremony - Print Media	Media Coverage
Smart Health Facilities End-User Validation Workshop - Social Media - X	https://x.com/undpzambia/status/1992945031796367369
Smart Health Facilities End-User Validation Workshop - Social Media - Facebook	https://www.facebook.com/share/p/17Q7AVBQST/
Smart Health Facilities End-User Validation Workshop - Social Media - LinkedIn	https://www.linkedin.com/posts/undp-zambia_Building-smarter-more-activity-7398711221975318529-EpeJ/
National TOT Workshop - Health Facility Connectivity - Social Media - X	https://x.com/UNDPZambia/status/1995819495688909041
National TOT Workshop - Health Facility Connectivity - Social Media - Facebook	https://www.facebook.com/UNDPZambia/posts/pfbid02kY4nXPGqQW2Xj8TN7VfF2uajQK1fga39jdiKFUSsa39DgkKrBm8YggtkP8XtSiwkl
National TOT Workshop - Health Facility Connectivity - Social Media - LinkedIn	https://www.linkedin.com/posts/undp-zambia_reliable-connectivity-means-fewer-stock-outs-activity-7401589254369349632-h97g
National TOT Workshop - Health Facility Connectivity - Social Media - X	https://x.com/ahunnaeziakonwa/status/2000960549165711827?s=48
National TOT Workshop - Health Facility Connectivity - Print Media	WhatsApp Image 2025-12-16 at 15.09.01.jpeg
National TOT Workshop - Health Facility Connectivity - UNDP Website	https://www.undp.org/zambia/press-releases/zambia-takes-major-step-toward-connected-healthcare-national-tot-workshop
National TOT Workshop - Health Facility Connectivity - UNDP Website	https://www.undp.org/zambia/blog/connecting-care
ZANIS Interview - UNDP's Work with the Ministry of Health	Media Coverage
Presidential Delivery Unit - Social Media - LinkedIn	https://www.linkedin.com/posts/pdu-zambia_yesterday-we-held-a-meeting-with-a-delegation-activity-7406992915647967232-o9FA
Procurement Notice - Starlink Installation - Website	https://procurement-notices.undp.org/view_negotiation.cfm?nego_id=41162
Procurement Notice - Starlink Installation - Print Media	Daily Mail, December 6, 2025 - Page 11
Kamwala and Sekelela Model Sites Jan 21 - Facebook	https://www.facebook.com/share/1FjGoURrBj/?mibextid=wwXlfr

Kamwala and Sekelela Model Sites Jan 21 - LinkedIn	https://www.linkedin.com/posts/undp-zambia_reliable-power-is-transforming-health-care-activity-7419690126705889280-uD25
Kamwala and Sekelela Model Sites Jan 21 - X	https://x.com/undpzambia/status/2013911172785832303?s=46
Hot FM Smart Switch Show - Feb 2 - Radio	Interview with Resident Representative
Digital Public Infrastructure Feb 5 - Facebook	https://web.facebook.com/UNDPZambia/posts/pfbid02ExncxeJhjhkM7st3txvYXGQz3KCggnhsXJbWfotSuiagToqy1LKw95JKs5Hi5WEMI
Digital Public Infrastructure Feb 5 - LinkedIn	https://www.linkedin.com/feed/update/urn:li:activity:7425172677423894528/
Digital Public Infrastructure Feb 5 - X	https://x.com/UNDPZambia/status/2019406986719174694?s=20
Digital Public Infrastructure Feb 5 - Web Story	https://www.undp.org/zambia/press-releases/zambia-and-india-deepen-strategic-partnership-digital-health-supply-chain-system
International Women's Day Mar 9 - Facebook	https://web.facebook.com/UNDPZambia/posts/pfbid0csSuvfuYuiV5r6tcwfpwhp62xx8KJ4gtvVzd3m9DfLtRR7M3tJqxwgH8bzSZLVqtl
International Women's Day Mar 9 - LinkedIn	https://www.linkedin.com/feed/update/urn:li:activity:7436652044104437760/
Procurement Notice - Solar Installation EOI Mar 16	https://www.linkedin.com/feed/update/urn:li:activity:7439287915572011008/
Procurement Notice - Solar Installation EOI Mar 16	https://x.com/UNDPZambia/status/2033522268286951931?s=20
National Guidelines Validation Workshop Mar 17 - Facebook	https://web.facebook.com/UNDPZambia/posts/pfbid019bdWDjG7eZzL45d5mpARnLEMgUjYcZDX184TdiJL3rBZay48pHeoMP74PWPW2xTI
National Guidelines Validation Workshop Mar 17 - Linkeln	https://www.linkedin.com/posts/undp-zambia_solar4health-smarthealthsystems-activity-7439736732188585984-QueR
National Guidelines Validation Workshop Mar 17 - X	https://x.com/UNDPZambia/status/2033972007809794289
National Guidelines Web Story Mar 18	https://www.undp.org/zambia/news/guidelines-ensured-sustainable-impact-zambia-moves-standardise-solar-power-health-facilities-through-national-guidelines
Design and Printing of GRM and Project Posters	

E. Monitoring & Evaluation

Description of all M&E activities conducted and budget	Link
Weekly coordination meetings with contractors (Peak/Asaco) — action points tracked	Contract Manager (ITM) Meeting Notes

Description of all M&E activities conducted and budget	Link
Design reviews and updates — recorded comments	Contract Manager (ITM) Feedback to Vendors
Baseline site assessments — ground-truthing and validating assumptions (facility info, loads, roof type, GPS/photos)	01 - Site Assessments
Online Site Assessment Form (Survey123) — developed & deployed	Power Supply & Connectivity:
Connectivity M&E framework — draft prepared	03 - SZI LOA Documents
SZI micro-assessment — completed for LOA	DIM_SRF_SZI_SPOT_CHECK.docx.pdf
Partner site-list check — 46 overlaps identified & flagged to MOH Infrastructure Unit	Appendix I - Site Coordinates FINAL v2 2025.10.14.xlsx
A2EI “Prospect” energy-monitoring tool exploration - Q4 info-session planned	Meeting Follow-up Email
Weekly coordination with Smart Zambia Institute – action points tracked	01 - Project Implementation Meetings
Monitoring Installation at 8 Model Sites including GRZ Asset Tagging	Monitoring
Standardized Online Site Assessment Form (Kobo) Developed, Validated & Deployed	https://kf.kobotoolbox.org/#/forms/aFHLkKwVvyaVCmVfsv3vza/landing

Lessons Learned SES * (All Projects)

(Examples that highlight either successes or failures in implementing SES; lessons learnt to improve SES implementation).

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
	Project Management/Project Results/Human Factor/Other		<i>Describe what has worked well. What factors supported this success?</i>	<i>Describe the challenges or areas for improvement and what was unanticipated</i>	<i>How were challenges overcome and how should things have been done differently/better?</i>	

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
Q3-25-1	Project Management	Aug-25	Close coordination with MOH and transparent communication across partners enabled rapid reconciliation of site lists; country-level technical capacity helped validate changes promptly.	Multiple revisions of the 423-site list due to overlaps with other partners (46 sites) created rework and scheduling pressure.	Activate the TWG as the routine forum for partner alignment; implement a GRZ-hosted facility inventory & partner-mapping tool; require pre-mobilization cross-checks and simple change-control.	CTA – Solar for Health
Q3-25-2	Project Results	Aug-25	Timely technical engagement with MOH and advice from Ministry of Energy supported a clear, standards-based position; collaborative discussions with vendor maintained constructive relationships.	Disagreement with vendor on electrical cable sizing to meet safety and performance standards delayed approvals.	Strengthen technical evaluation criteria (AC design scrutiny) in procurement; document compliance references to Zambian standards; use joint design reviews to close gaps early. This approach was already applied for the recent procurement of solar for ZAMMSA sites.	CTA – Solar for Health
Q3-25-3	Project Management	Aug-25	Regular weekly meetings and email follow-ups provided visibility and a common tracker for actions; rapid escalation pathways were agreed.	Vendor delays in onboarding a local service provider and in shipping affected early mobilization.	Require local service provider attendance at site visits during bidding and presence from Day 1; include mobilization milestones and progress evidence in the contract; continue weekly coordination with clear action owners.	CTA – Solar for Health
Q3-25-4	Human Factor / Other	Aug-25	Rapid deployment of site assessments after team onboarding; ground-truthing with facilities improved accuracy; teamwork with MOH	Initial assumptions and data gaps required on-site validation to refine designs and schedules.	Include site assessment and custom design requirements in the contract; sequence assessments to de-risk assumptions before final design; maintain	CTA – Solar for Health

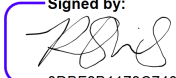
#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
			facilitated access and verification.		concise checklists and photo/GPS evidence.	
Q4-25-1	Project Management	Dec-25	Co-delivery with MOH counterparts increased credibility and ownership, and the TOT framing clarified participants' role in cascading training.	Cascade readiness needed more structure—participants lacked standardized lesson plans/tools and an ongoing forum to sustain quality and troubleshoot.	Launch a monthly virtual CoP for continuous support, peer learning, and tracking cascade delivery. Develop Moodle e-learning to standardize core modules and enable consistent onboarding/refresher training nationwide.	CTA – Solar for Health
Q1-26-1	Project Implementation	Mar-26	Piloting the initial deployment at 8 model sites effectively contained operational risk, allowing the team to identify and document issues before scaling to the remaining 400+ sites.	Significant gaps emerged between assumed facility readiness (internal wiring/electrification requirements) and actual conditions. Contractor workmanship quality also varied (e.g., panel placement, cable coloring standards).	Mandate phased rollouts in large turnkey contracts; institute a formal change management process to handle unforeseen site readiness/wiring gaps; rigorously enforce snag-list closure prior to commissioning.	CTA – Solar for Health
Q1-26-2	Project Management / Operations	Feb-26	Transitioning to a Provincial Health Office (PHO)-led model for Starlink installations unlocked deployment bottlenecks and fostered strong sub-national ownership.	Late delivery of the 751 Starlink kits rendered the planned centralized installation RFQ timeline unfeasible, threatening severe delays to the connectivity rollout.	Leverage decentralized government structures (PHOs) for the mass deployment of easily deployable tech (like Starlink), augmented by vendor technical support, rather than relying solely on centralized procurement.	CTA – Solar for Health
Q1-26-3	Governance & Sustainability	Mar-26	Active engagement with the MOH-chaired multi-sectoral TWG successfully resulted in the validation and formal adoption of the National Solar Design Guidelines.	Without enforced, unified national standards, parallel projects risk implementing fragmented, incompatible, or sub-standard solar infrastructure across the health sector.	Anchor all technical standards and digital assessment tools within government-led governance structures (like the TWG) to enforce compliance across all development partners and secure long-term O&M sustainability.	CTA – Solar for Health

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
Q1-26-4	Capacity Building	Mar-26	Piloting the End-User Training at Kamwala UHC provided a validated, standardized framework. Initiating e-learning development with Smart Zambia Institute (SZI) creates a viable path to scale.	Relying solely on the turnkey vendor to physically scale training to 1,000 decentralized trainees risks inconsistent knowledge transfer and stretches vendor capacity.	UNDP and Government must lead the Training of Trainers (TOT) for vendors to ensure strict standardization. Transition core training modules to national e-learning platforms (e.g., SZI) for sustainable, long-term access.	CTA – Solar for Health

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18-May-2026