

Annual Report 2019



At a glance...

- 16 projects
- 7 new projects
- 52 168 health facilities
- 2648 partners contributing data

Achievements

- Substantial country scale-up (7 new countries) in a large variety of contexts
- Successful completion of an external evaluation in 6 countries and encouraging findings
- Growing support capacities at country, regional and global levels

Challenges

- Maintenance and reinforcement of regional and global support capacities
- Further development and maintenance of central online services
- Enlargement of project governance

Outlook

- New project implementations in Benin, Mauritania, Niger and Somalia
- Reinforcement of country and regional support capacities
- Further enlargement and reinforcement of the community of practice
- Broadened partnerships

External Evaluation

An external evaluation of the HeRAMS approach was conducted in 6 countries: Central African Republic, Sudan, Nigeria, Yemen, Syrian Arabic Republic and Gaziantep hub. The evaluation assessed HeRAMS **effectiveness, relevance, usability, quality, integration** and **sustainability**. Preliminary findings were discussed and consolidated during a workshop held in June 2019 in Geneva, Switzerland. The evaluation concluded that **HeRAMS performance to date has been strong** and its usefulness in informing strategic and programmatic decision-making high. Recommendations highlighted the need to further reinforce and expand the approach globally.

Online Platform

Major improvements were brought to the [HeRAMS platform¹](#), an essential enabler of the approach at country level where its implementation would otherwise pose significant challenges. Improvements include:

- Reinforcement of **data collection** and **management workflows**
- Development of online dashboards, providing live analytical capabilities to health sector actors

The platform is now also supported by an online user guide in [English²](#), [French³](#) and [Arabic⁴](#) and is open for registration at: <https://herams.org>.

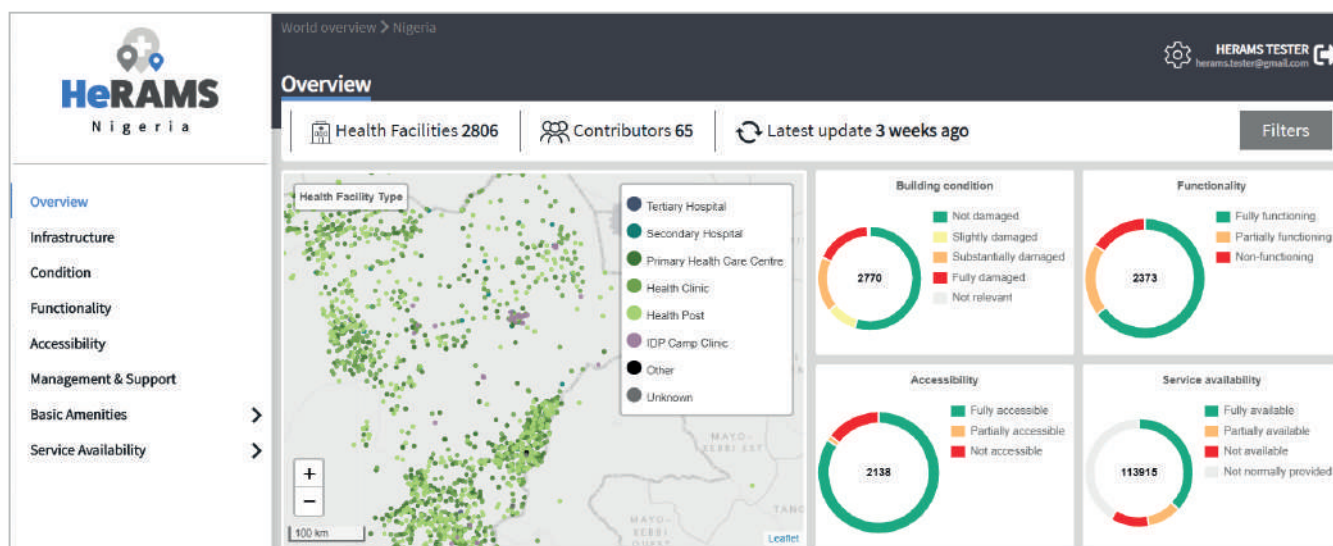


Fig.1 HeRAMS Platform: Interactive Dashboard for Nigeria

Field Implementation

Extensive direct and remote field support was provided throughout 2019 resulting in [the implementation of the approach in 8 new countries](#) and its [reinforcement in all 19 ongoing projects](#). Country supported throughout 2019 represent a large variety of contexts, further proving the high versatility and relevance of the approach. These contexts included fragile and vulnerable settings ([Burkina Faso](#)⁵, [Mali](#)⁶, [Nigeria](#)⁷ (Box 1.), [Ethiopia](#)⁸ and [Sudan](#)⁹), emergency response (e.g. [Comoros](#)¹⁰ (Box 2.), [Mozambique](#)¹¹ and [Zimbabwe](#)¹²), preparedness ([Philippines](#)¹³) as well as health systems strengthening and universal health coverage ([Chad](#)¹⁴ (Box 3.)). Implementations are also being coordinated across Sahel countries (Box 4.) to provide a coherent regional perspective.

Box 1: North-East Nigeria

The HeRAMS approach was first implemented in North-East Nigeria in 2015 and has since played a critical role in monitoring the evolution of the situation in Borno, Adamawa and Yobe states. In 2019, substantial efforts were made to further reinforce and standardize the approach across the region that now covers 2886 health facilities.



Fig.2 District Hospital, Mozambique after Cyclone Idai

Box 3: Health Systems Strengthening (HSS) and Universal Health Coverage (UHC)

In March, Chad requested support to provide an evidence base to the development of a strategic health systems strengthening plan for the period 2020 - 2023. The HeRAMS approach was implemented and is expected to provide major contributions to the upcoming planning workshop in early 2020. Additionally, the potential extension of HeRAMS as a foundation to broader health information systems in Chad is under discussion

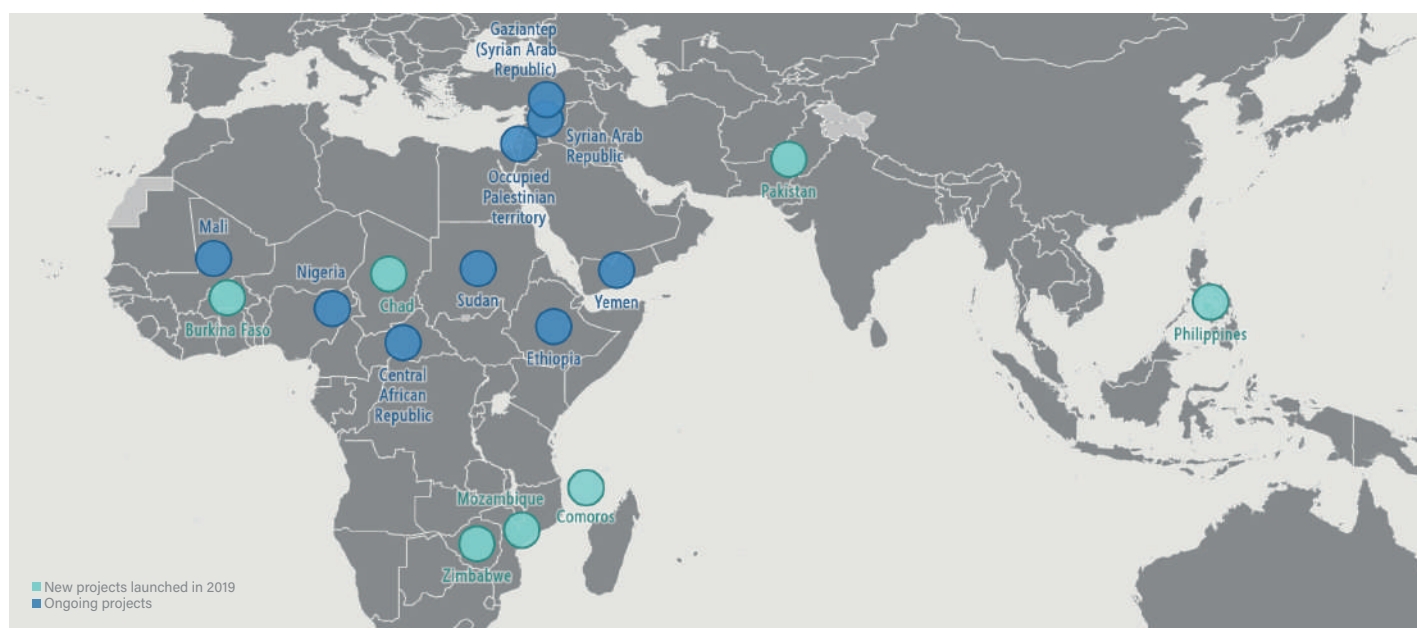


Fig. 3: Location of HeRAMS Projects

Box 2: Disaster response: Cyclone Kenneth

In April, the Comoros requested support to assess the impact of Cyclone Kenneth on the health system and guide reconstruction. The HeRAMS approach was rapidly implemented through a close collaboration between Ministry of Health and WHO and provided valuable information towards the identification and prioritization of needs and now also constitutes an element of preparedness, which is expected to help mitigate the impact of future disasters.

Box 4: Sahel Crisis

A HeRAMS specialist was appointed in November 2019 to coordinate and support the implementation of the approach across the Sahel region with the objective of ensuring a coherent cross-regional picture of the situation can be developed and monitored over time. Countries supported in 2019 and targeted for 2020 include Burkina Faso, Cameroon, Chad, Mali, Mauritania, Niger and Nigeria.

Standards and Norms

In 2019, the development of key standard and normative documents was initiated, including a [Technical Guidance](#) describing the approach, a [Standard Data Model](#) and [Services Checklist](#), as well as [Standard Operating Procedures](#). These documents are expected to reinforce the robustness, harmonization and comparability of the approach across countries and will be complemented by additional key documents (e.g. [Data Policy](#) and [Standard Data Sharing Agreements](#)) to form a normative pack,

Capacity Building

Numerous individuals and teams were sensitized and trained on the approach during 2019. The focus was placed on [on the job training](#) and [follow up mentoring](#) of local Ministry of Health's, WHO's and partners' staff during actual field implementations. This approach has greatly contributed to the reinforcement of local capacities, further improving the overall efficiency and sustainability of the project at country level and has proved essential in reinforcing the global community of practice supporting the project.

Box 5: Regional Workshop

In December, a regional workshop was held in Amman, Jordan to support the implementation and reinforcement of the approach in Iraq, Somalia, Yemen and the occupied Palestinian territories. Participants from Ministries of Health, WHO country offices and other partners were trained on all aspects of the approach required to support its implementation. The workshop concluded with the development of country specific support plans for 2020.



Fig. 4: HeRAMS workshop Amman, Jordan.

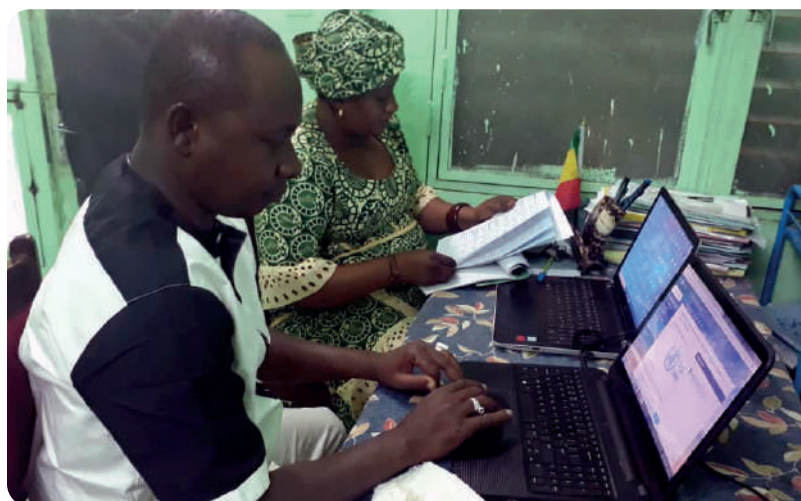


Fig. 5: Data collection in Ouélésébougou, Mali.

To support sensitization activities, an [e-learning course](#)¹⁵ was developed in collaboration with the Global Health Cluster, opening the way for the development of a more comprehensive [training package](#).

Partnerships

A [Technical Reference Group](#) was formed within WHO to guide the design of the external evaluation and help ensure the project's technical soundness and relevance to all areas of public health. This group brings together a wide variety of expertise on issues such as health information systems, response design and planning, coordination, monitoring and evaluation, health systems strengthening and universal health coverage.

The external evaluation recommended the expansion of this group and the creation of a [Steering Committee](#) that will broaden up participation beyond WHO.

Community of Practice

During 2019, new country implementations and continued country support have provided numerous occasions to [expand and reinforce the existing community of practice](#). The external evaluation also provided an opportunity to bring together more than [20 practitioners](#) from [six countries](#), leading to valuable cross-country exchanges and lessons learning.

The further enlargement and reinforcement of this community of practice will be essential to efficiently and sustainably support the ongoing expansion of the approach at country level.

Outlook

The main priority for 2020 will remain **supporting the ongoing scale-up at country level**, for which requests have already been received from Benin, Cameroon, Mauritania, Niger, the Republic of the Congo and Somalia. This ongoing expansion will also require specific efforts to **ensure sustained quality and harmonization** across countries as well as sustained **support and reinforcement of existing projects**, including Burkina Faso, Chad, Ethiopia, Mali, Nigeria, Philippines, Sudan and Yemen. More particularly, 2020 will look at:

- implementing key recommendations from the external evaluation, including the creation of a **Steering Committee**
- consolidating newly established **regional and global support capacities** which have proved essential in making the ongoing scale-up possible
 - consolidating essential central services that are key to an efficient scale-up, including further developments and maintenance of online services (**platform, dashboards, automated analysis and reporting**)
- complementing and finalizing the normative pack, including **Technical Guidance, Standard Data Model, Standard Services Checklist** and **Data Policy**
- reinforcing the **Community of Practice** through continued training, mentoring and cross-country exchange and support
- broadening **partnerships** and **collaborations** with other agencies and academic institutions
- systematizing **external evaluations** to ensure constant lessons learning and improvements.



Fig. 6: HeRAMS Workshop in Manila, Philippines

Challenges

Three components have proved critical in efficiently supporting the substantial scale-up of the approach at country level during 2019. These components will imperatively need to be maintained and reinforced as the approach is further rolled-out:

1. newly established regional and global support capacities for countries
2. central online services ensuring efficient and harmonized country implementation
3. growing community of practice supporting country implementations and ensuring their longer-term sustainability

While capacities and functions are further reinforced and decentralized at regional and country levels, maintaining these three components will be critical in ensuring the ongoing scale up at country level can efficiently be supported.

References

- ¹ <https://herams.org>
- ² <https://docs.herams.org/en/latest>
- ³ <https://docs.herams.org/fr/latest>
- ⁴ <https://docs.herams.org/ar/latest>
- ⁵ <https://herams.org/project/31>
- ⁶ <https://herams.org/project/24>
- ⁷ <https://herams.org/project/30>
- ⁸ <https://herams.org/project/16>
- ⁹ <https://herams.org/project/13>
- ¹⁰ <https://herams.org/project/27>
- ¹¹ <https://herams.org/project/25>
- ¹² <https://herams.org/project/26>
- ¹³ <https://herams.org/project/23>
- ¹⁴ <https://herams.org/project/33>
- ¹⁵ <https://openwho.org/courses/health-cluster>

Further information:

The HeRAMS project is fully supported by WHO's Health Emergencies Programme
For more information, access HeRAMS projects at www.herams.org

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