

## Management Response

<b>Evaluation Title</b>	Country Office Evaluation – Rwanda
<b>Commissioning Unit</b>	WHO Evaluation Office
<b>Link to the evaluation</b>	<a href="http://www.who.int/about/evaluation/rwanda_country_office_evaluation_report.pdf?ua=1">http://www.who.int/about/evaluation/rwanda_country_office_evaluation_report.pdf?ua=1</a>
<b>Evaluation Plan</b>	WHO Organization-wide evaluation workplan for 2018-2019
<b>Unit Responsible for response</b>	WHO Country office Rwanda
<p><b>Overall Management Response:</b></p> <p>The WHO Rwanda Country Office Evaluation Report and Annexes were received. All the recommendations were accepted. Four out of five recommendations are being implemented.</p> <p>Most of the recommendations address the need to develop the 4<sup>th</sup> Country Cooperation Strategy (CCS) for Rwanda which is a top priority for WHO Rwanda. The development of the 4<sup>th</sup> CCS is in progress and has benefited from the process of operationalization of the 13<sup>th</sup> General Programme of Work; including the Theory of Change training and orientation of the new results hierarchy conducted 16 to 20 April 2018, the prioritization process and development of the Strategic Results Notes (SRNs) for the 13<sup>th</sup> GPW Outcomes, the orientation of the 13<sup>th</sup> GPW new planning process 10 to 11 May 2018, the WCO Functional Review process 4 to 8 June 2018, the various consultations with Ministry of Health and stakeholders, and the experiences from the implementation of the UN Reform since January 2019.</p>	
<b>Management Response Status</b>	<i>In progress</i>
<b>Date</b>	<i>30 April 2020</i>

## Recommendations and Action Plan

**Recommendation 1:** The new Country Cooperation Strategy and the associated WHO country office programme of work should be developed to ensure a good strategic fit with the unmet needs of Rwanda, the directions set by its Government in the Fourth Rwandan Health Sector Strategic Plan, the 13<sup>th</sup> General Programme of Work and WHO's comparative advantage. It is recommended that the new Country Cooperation Strategy be more focused and that the WHO country office should continue to strengthen its role working at the strategic level.

- i. Specifically, the WHO country office should provide leadership and policy advice support at the strategic level;
- ii. Likewise, the WHO country office should strengthen its advocacy and resource mobilization functions in view of the Sustainable Development Goal agenda, looking strategically beyond the health sector and, in, championing the complex, multifaceted and multi-sectoral noncommunicable disease agenda;
- iii. The WHO country office needs to recognize the Government of Rwanda's ambitious development agenda and offer more innovative, flexible, proactive and technically sound responses;
- iv. The WHO country office should be strategic, considering a more focused approach: do less, do it better, building on collaboration with other United Nations agencies as part of the Delivering as One approach, working at the upstream level, providing policy and technical/normative options and advice.

### Management response

Accepted.

The development of the new Country Cooperation Strategy (CCS) for Rwanda was initiated in 2018. The development stalled with a 7-month absence of a substantive WHO country representative. The work was reactivated in 2019 by the incoming WHO Representative. The first draft is expected to be available by the end of May 2020. The timeline for further consultations, finalization and launching may be affected by the return to normal operations post-COVID-19 outbreak in Rwanda.

The Road Map for development of the new CCS was endorsed at the Staff Retreat in February 2018. During 2018, A CCS working Group was appointed on 28 February 2018. WHO Rwanda had the Theory of Change training and prioritization process on the 13th GPW from 16 to 20 April 2018. The WCO Evaluation was carried out 30 April to 8 May 2018 and served the same purpose as the review of the CCS 2014-2018. Thereafter the WCO Functional Review was conducted 4<sup>th</sup> to 8 June 2018. The Functional Review also provided information on key priorities for government, the views of stakeholders and areas of focus for WHO in the medium term. The progress subsequently stalled upon departure of outgoing WR in September 2018. The incoming WR re-started the process in September 2019 with discussions with AFRO and Headquarters on new CCS guidance including draft prototype CCSs in line with the 13<sup>th</sup> Global Programme of Work. The CCS working group has been reactivated and work is in progress. In 2020, The Ministry of Health has also officially provided a focal person who will work with WHO team on this work.

<b>Status</b>	<i>In progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Update the Road Map for development of new CCS to indicate the new timelines	Daniel Ngamije	October 2019	<i>Implemented</i>	<p>AFRO/HQ provided updated guidelines and the prototype for new country cooperation strategies. The roadmap was completed by the then focal point for this, Dr Daniel Ngamije.</p> <p>At the end of February 2020, the timelines had to be amended following the departure of Dr. Daniel Ngamije who was appointed as the new Honourable Minister of Health for Rwanda.</p> <p>In April 2020, the roadmap had to be further updated due to the COVID-19 outbreak that disrupted the implementation of the workplan.</p>
Develop the new Country Cooperation Strategy aligned to GPW 13	CCS Working Group	Timeline revised to June 2020	<i>In progress</i>	<p>Support was provided by CCU/HQ as discussed in September 2019</p> <p>A working session was held with Mr. Hyobum JANG, CCU/HQ on mission in Rwanda on 2 March 2020 with the following agenda</p> <ul style="list-style-type: none"> <li>• Briefing by WCO team on CCS 2020-2024 development</li> <li>• HQ presentation on global CCS guide and CCS prototype</li> <li>• Sharing good CCS practices from other regions/countries</li> <li>• Discussion on CCS priorities and way forward</li> </ul> <p>CCS Working Group held a working retreat from Monday 9 to Wednesday 11 March 2020 at the WCO Rwanda Country Office</p>
Consultations on the draft CCS	WR	Timeline revised to June 2020	<i>Planned</i>	<p>In 2020, the Ministry of Health appointed a Focal Point from the Planning Unit to facilitate consultations within the Ministry of Health</p> <p>Consultations on the draft CSS4 may be affected by when operations will return to normal post-COVID-19</p>
Finalization of CCS	CCS Working Group	Timeline revised to June 2020	<i>Planned</i>	
Launch of signed CCS	WR	June 2020	<i>Planned</i>	The new CCS will be launched by June 2020

**Recommendation 2:** Recommended strategic priorities for inclusion in the new Country Cooperation Strategy are:

- i. Support efforts to identify options to secure the financial sustainability of the Rwanda health system in support of Universal Health Coverage;
- ii. Facilitate the institutional development of Rwanda's health system, including the strengthening of institutions such as the Food and Drug Regulatory Authority and the planning of health services at the district level;
- iii. Further strengthen information systems, civil registration and vital statistics, the National Health Observatory and improve data quality in general, in consideration of Sustainable Development Goal monitoring requirements;
- iv. Strengthen the quality of health service delivery, the fostering of evidence-based healthcare and consider the opportunity of adopting digital health approaches;
- v. Strengthen work on noncommunicable diseases and nutrition;
- vi. Consider assessing Rwanda's needs for mental health services;
- vii. Emphasize the role of gender, human rights and equity as social determinants.

<b>Management response</b>	Accepted. The Theory of Change training, prioritization process and the development of the Strategic Results Notes aligned to 13 <sup>th</sup> GPW facilitated the identification of priorities for inclusion in the new CCS which are also aligned to the Recommendation 2.			
<b>Status</b>	<i>In progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Review the Strategic Results Notes and update as needed	Juliet Bataringaya	November 2019	<i>Implemented</i>	10 Strategic Results Notes were drafted and submitted to AFRO in November 2018 The comments received from AFRO were incorporated in the Strategic Results Notes
Review the draft Country Brief to align with new CCS priorities	WHO Rwanda technical Team Leads (Jules, Juliet and Theopista)		<i>In progress</i>	The Country Brief outlines further prioritization for country support and impact

WHO office review of strategic priorities for new CCS	WR	March –April 2020	<i>Implemented</i>	Engage all staff in this exercise to facilitate ownership of the new CCS A meeting was held with staff on Monday 9 March 2020 to agree on the strategic priorities and ensure alignment with national and health sector strategic documents as well as the UNDAP II All available staff were engaged during the week of 21 April 2020. The staff provided inputs by proposing the focus areas based on the strategic priorities
---	----	-------------------	--------------------	---

**Recommendation 3:** WHO's upcoming Country Cooperation Strategy needs to be articulated showing the causal path (Theory of Change) from all country-level activities and outputs to expected outcomes (in relation to achieving the WHO's triple billion goals) and finally to the expected impact on Rwanda's health. In particular:

- i. The Country Cooperation Strategy results framework and biannual workplans need to clarify indicators and targets for each corporate output or outcome that are relevant for Rwanda;
- ii. The WHO country Office's strategic priorities and workplans need to be properly and effectively communicated to Rwanda's stakeholders, clarifying WHO's role and functions within Rwanda's health landscape, as well as the WHO country office's goals and expected outcomes;
- iii. The WHO country office should set up an internal monitoring framework to measure WHO's progress towards targets over the Country Cooperation Strategy implementation period and consider inclusion of indicators relating to gender and other social determinants of health.

<b>Management response</b>	Accepted.			
<b>Status</b>	<i>Not initiated</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Review CCS monitoring guidance from CSU/HQ	CCS Working Group	Timeline revised to May-June 2020	<i>Planned</i>	

Finalize selection of results measures relevant for new CCS in Rwanda	CCS Working Group	Timeline revised to May-June 2020	<i>Planned</i>	
Draft CCS monitoring framework	CCS Working Group	Timeline revised to May-June 2020	<i>Planned</i>	
Consultations on the draft CCS	WR	Timeline revised to May-June 2020	<i>Planned</i>	Support will be provided by AFRO and CCU/HQ as discussed in September 2019

**Recommendation 4:** Going forward, the WHO country office, in collaboration with the Regional Office for Africa, should review the office capacity and human resource and management plans in order to ensure that the new Country Cooperation Strategy priorities are adequately covered with the necessary financial and human resources:

- i. The WHO country office staffing and skill-mix need then to be assessed in the light of the new Country Cooperation Strategy priorities, addressing gaps for relevant areas and providing capacity building opportunities to existing staff in order to be better prepared and respond more effectively to the needs of the country;
- ii. The WHO country office should align and review the portfolio of its staff members with an aim to rationalize their burden of work and improve the coherence of their individual mandates, matching staff skills with their roles and responsibilities to the extent possible. Furthermore, polio transition efforts should also be taken into consideration.
- iii. The WHO country office's capacity in terms of enabling functions, including procurement, project management and communications also needs to be assessed and strengthened where needed. Here, innovative solutions already being pursued, such as the use of United Nations Volunteers, could be a model for wider adoption. In other instances, support from the intercountry support team, the Regional Office for Africa or headquarters could be resourced in a timely manner.
- iv. WHO should explore options to increase the funding base of the WHO country office in Rwanda.

**Management response**

Accepted.

<b>Status</b>	<i>In progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Implementation of the new structure following the Functional Review	WR	2020-2021	<i>In progress</i>	The results of the Functional Review were introduced to the staff on 16 September 2019. The Human Resource recommendations of the functional review are in process of being implemented. The new structure for WHO Rwanda was adopted. A matching exercise of newly designed posts in the structure with available staff skills and competencies was done by 20 September 2019. Approvals of final matching results are awaited from AFRO.
Resource Mobilization to implement the new structure	WR	2020-2021	<i>In progress</i>	

**Recommendation 5:** WHO needs to strengthen mechanisms for coordinating and consolidating the provision of technical support from the three levels of the Organization, in order to increase its effectiveness and efficiency, and the organizational responsiveness to meet the needs and demands of Rwanda in accordance with the country cooperation strategy and the WHO-Ministry of Health agreed plans of work.

- i. WHO should promote regional initiatives aimed at facilitating country collaboration for shared health issues, including cross-border epidemics, common threats and emergencies, as well as the sharing and exchanging of best practices and joint learning at regional and subregional level.

<b>Management response</b>	Accepted. WHO collaborates with Ministry of Health and other Social Cluster ministries			
<b>Status</b>	<i>In progress</i>			
<b>Key actions</b>	<b>Responsible</b>	<b>Timeline</b>	<b>Status</b>	<b>Comments</b>
Continue strengthening the collaboration across the three levels of the organization through joint planning and implementation of support to the government	WR	Ongoing	<i>In progress</i>	The use of technology (teleconference, WebEx, Skype) is being optimized. Making presentations at in-country workshops via Skype, etc Consultations with Inter-country Support Team, Regional and Headquarter counterparts to ensure alignment of Country work plans with other levels conducted by respective Programme Officers and areas of joint Technical support identified.

<p>Support cross border initiatives for disease prevention and control :</p> <ul style="list-style-type: none"> <li>Joint Road Map with DRC on the Ebola Virus Disease in the context of the ongoing EVD Outbreak in DRC</li> </ul>	WR	Ongoing	<i>In progress</i>	<p>Ongoing resource mobilization for the DRC-Rwanda cross border collaboration for EVD preparedness and Operational Readiness plan</p> <p>The cross border EVD preparedness activities are being implemented as part of the national EVD Contingency Plan January to June 2020</p>
<ul style="list-style-type: none"> <li>Great Lakes Initiative (EAC plus DRC) for Malaria</li> </ul>	Jules Mugabo	Ongoing	<i>In progress</i>	<p>The strategic plan has been drafted</p>
<ul style="list-style-type: none"> <li>Intercountry initiative on strengthening nutrition interventions</li> </ul>	Chantal Gegout	Ongoing	<i>In progress</i>	<p>As part of the One UN Nutrition programme in Rwanda (FAO, UNICEF, WFP and WHO) and with funding from the Swiss Development Cooperation, it is planned to organise an intercountry (Great Lakes region) workshop aiming at sharing experiences and best practices from Rwanda, Burundi and DRC to address malnutrition, especially chronic malnutrition. The workshop will be conducted in 2020.</p>

