

### Draft Management response

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| <b>Evaluation Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Evaluation of WHO contribution in Djibouti</b>                                           |
| <b>Commissioning Unit</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>WHO Evaluation Office, WHO Eastern Mediterranean Regional Office</b>                     |
| <b>Link to the evaluation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <a href="#">URL link to Evaluation report, annexes, Executive Summary, Evaluation Brief</a> |
| <b>Evaluation Plan</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Organization-wide Evaluation Workplan for 2022-2023</b>                                  |
| <b>Unit Responsible for providing the management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>WHO Country Office, Djibouti</b>                                                         |
| <p style="text-align: center;"><b>Overall Management Response: Accepted</b></p> <p>The WHO Djibouti country office acknowledges and accepts the findings of this evaluation, and the recommendations proposed. The evaluation highlights key areas for strengthening WHO's contribution to health system resilience, particularly in aligning with Djibouti's health priorities and national strategies. The successful implementation of the proposed actions will significantly strengthen WCO's Djibouti's work, enhancing our efficiency and ability to support the Government of Djibouti and Community-Based Organizations (CBOs) in partnership with other stakeholders. As we have already started implementing most of the recommendations, WHO Djibouti remains fully committed to implementing these recommendations to improve healthcare outcomes and support the Ministry of Health (MoH) in enhancing the overall effectiveness of health services delivery.</p> |                                                                                             |
| <b>Management Response Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <a href="#">In Progress</a>                                                                 |
| <b>Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <a href="#">14 April 2025</a>                                                               |

### Recommendations and Action Plan

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| <p><b>Recommendation 1: In the next 5 years WHO WCO and EMRO should prioritize health system strengthening interventions and develop a PHC approach as the overarching framework under which to implement programme-specific work.</b></p> <ul style="list-style-type: none"> <li>a. Ensuring that priority areas of support for WHO are identified based on an analysis of health indicator trends as part of JPRM and CCS processes.</li> <li>b. <b>Supporting a PHC approach through the development of a health map linked to other processes to maximise usefulness (e.g. health regulations) to operationalize a basic service package at primary care level.</b></li> <li>c. Supporting the institutionalization of community health services, building on the strategy currently developed with UNICEF with technical input from WHO.</li> <li>d. <b>Advocating for UHC implementation, in particular documenting, analysing and addressing barriers to health care for different marginalized groups.</b> This should include providing technical assistance on the design and use of disaggregated data in planning and monitoring and survey exercises, commissioning studies to design interventions for marginalized groups and strengthening marginalized groups' networks and CSOs</li> </ul> |                                                                                                                                                                                                                                                                                    |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p><a href="#">Accepted</a></p> <p>WHO will work closely with the Ministry of Health (MoH) to ensure that health system-strengthening interventions are prioritized in line with Djibouti's Vision 2035. This includes supporting the institutionalization of community health</p> |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | services and documenting, especially for marginalized populations and enhancing the health information system which will allow monitoring access to care and the outcomes. Furthermore, the actions contained under Recommendation 2 will contribute to better data on health inequalities; and those under Recommendation 3 will define the development of the CCS. Internally, WCO Djibouti will collaborate with EMRO departments (SID, PME, UHS, DHP and CCU) to implement these priority actions. |                                            |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>In Progress</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                            |                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Timeline</b>                            | <b>Status</b>                                      | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Enhance the availability and reliability of data on service delivery, access to care, and outcomes at Primary Health Care (PHC) :<br>1. Plan and conduct needful surveys to identify trends, create a health map, and assess barriers.<br>2. Assess and enhance the data generated from the HIS at PHC level and identify key indicators and develop methods to measure health outcomes.<br>3. Conduct capacity-building workshops in-country to enhance HIS system and the data collection processes.<br>4. Review and enhance the DHIS2 system as implemented in the PHC.<br>5. Carry out a priority-setting exercise to inform the Joint Programme Review Mission (JPRM) and Country Cooperation Strategy (CCS). | WCO Djibouti in collaboration with EMRO SID, UHS and DHP<br><br><br><br><br><br><br><br><br><br>WCO with support from EMR PME/                                                                                                                                                                                                                                                                                                                                                                         | Q3 2025<br><br><br><br><br><br><br>Q3 2025 | In progress<br><br><br><br><br><br><br>In progress | <p>The country currently lacks a strategic plan for collecting data on health inequalities, which has left gaps in our indicators on this issue. Our goal is to implement this strategic plan by 2025, with support from the Department of Science, Information, and Dissemination (SID) of the Regional Office for the Eastern Mediterranean, to help us analyze the situation.</p> <p>For the results indicators, we aim to establish both process and impact indicators, aligned with WHO standards.</p> <p>HIS assessments have demonstrated the limitations in the data system, including the existing challenges in the use of DHIS2. Efforts will be intensified to generate the resources needed to revamp the data system and ensure data connectivity at national level.</p> <p>The country conducted SCORE in 2024, while the MICS survey will be conducted in 2025 in collaboration with UNICEF and WHO. WHO supported the development of a new health map for the country.</p> <p>Actions 2, 3 and 5 have also been implemented. The WCO Djibouti recently completed its priority-setting for the upcoming GPW 14 cycle. In collaboration with the government, the WCO identified high, medium, and low priorities that the government wishes WHO Djibouti to support from 2025 to 2028. The WCO will outline expected WHO contributions for this period, including specific targets and milestones for various GPW 14 outcome indicators, and get government concurrence. Contributions</p> |

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|                                                                                                                                                    |                                            |         |             | to health systems strengthening will also be endorsed by the government and will be incorporated into the CCS/JPRM. The PME team guided the priority-setting exercise using a Theory of Change (ToC) approach (refer to recommendation 3).<br>The WCO will develop the CCS based on an analysis of health outcomes and health system indicators in the country, with support from EMR/CCU and collaboration from MoH, as part of a capacity-building effort.                                                                                                      |
| Develop a strategy for institutionalization of community health strategy                                                                           | WCO with EMR support                       | Q2 2024 | Implemented | The community health strategy and operational plan have been developed and validated in collaboration with UNICEF and MoH. All relevant stakeholders are engaged. WHO is currently supporting the implementation of proposed interventions                                                                                                                                                                                                                                                                                                                        |
| Develop a communications plan, including design and launch of an advocacy campaign in support of UHC implementation                                | WCO with support from EMR and HQ/UHL       | Q2 2025 | In progress | The communication plan for our WCO will be completed by the end of the year. Consultant was hired and the strategy is under development. The first draft was produced, and he is at the review stage.                                                                                                                                                                                                                                                                                                                                                             |
| Develop a road map for promoting Oral Health                                                                                                       | In collaboration with MoH, EMRO and HQ/UHL | Q1 2025 | In Progress | Oral health and UHC focal persons from MoH will participate in the Global Oral Health Meeting planned to be conducted late in November 2024 and to participate in the parallel regional workshops during the global meeting to come up with key elements for the national road map to promote oral health. Follow up will be conducted by regional office and HQ to materialize the road map into action.<br>Nomination has been received from WCO for the Global Oral health Meeting and Djibouti participated in the preparatory meeting on 14-15 October 2024. |
| Advocating for UHC implementation, in particular documenting, analysing, and addressing barriers to health care for different marginalized groups. | In collaboration with MoH                  | Q4 2026 | In progress | A recent high-level collaboration between WHO (HQ, RO, WCO) and the Ministry of Health, along with other key stakeholders, resulted in the creation of an agenda for Djibouti's health system. This agenda focuses on priorities and key interventions aligned with PHC/UHC. A roadmap will be developed based on this engagement. Actions to strengthen AMS and IPC programs at PHC to improve quality of services will be included.                                                                                                                             |

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| Strengthen the routine Immunization interventions by:<br>i/ developing and monitor the implementation of the national strategy and an annual operational plan.                                                    | WCO with RO (DCD) support                   | Q2 2024  | Implemented. | <p>The WCO has already supported the Ministry of Health (MOH) and other stakeholders in achieving the following:</p> <ul style="list-style-type: none"> <li>• Development of the national annual operational plan for immunization for 2024, which has been extended to June 2025.</li> <li>• Update of the national immunization policy.</li> <li>• Creation of the national immunization strategy, which will run until the end of 2026.</li> </ul> <p>The WCO is employing an integrated approach by incorporating nutrition and antenatal care (ANC) interventions, and risk communication and community engagement (RCCE) strategies to boost vaccination rates. This approach includes initiating discussions on introducing HPV vaccines and using outreach programs to reach remote populations for activities such as vector control and the distribution of insecticide-treated bed nets (ITNs).</p> |
| ii/developing a strategy and work plan to support the Ministry of Health's efforts in increasing HPV vaccine uptake through a community engagement approach, in addition to supporting cervical cancer screening. | RO/WCO                                      | Q4, 2024 | Implemented  | <p>In 2023, using the WCO community health policy strategy, WHO collaborated with the Ministry of Health (MoH) to develop a comprehensive strategy and workplan aimed at increasing the national availability, access, and uptake of HPV vaccines.</p> <p>In August 2024, a consultant was recruited to assist with the country's technical submission to GAVI.</p> <p>WHO is offering request additional technical assistance through the <i>L'initiative</i> to implement key interventions on HPV screening and detection by inclusion in the Global Fund Proposal</p>                                                                                                                                                                                                                                                                                                                                      |
| <p>Finalize developing and implement a national health map for primary healthcare (PHC), detailing health facilities, personnel, and policies.</p> <p>Conduct a harmonized facility survey</p>                    | WCO in collaboration with MoH, and EMRO SID | Q2 2025  | In Progress  | <p>The implementation of the health map by the MOH with technical support from the WCO will clarify the roles and responsibilities of health facilities and human resources at all levels of the health system. It will also identify the essential health packages needed at each level to better respond to the health needs of the population and improve outcomes.</p> <p>The International Consultant was hired and is progressing with qualitative consultation through Focus Group, KII's and workshop with</p>                                                                                                                                                                                                                                                                                                                                                                                         |

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|                                                                                                                                         |                                                                |         |             | MoH leaders including H.E the Minister, Head of private sector and para-public facilities to develop an accurate and efficient Health map for the country. The Health map development will be finalized by May 2025.                                                                   |
| Support the establishment of a National Oncology Center in Djibouti with financial support from the Islamic Development Bank            | HQ/RO and MOH, with engagement of both NCD and UHS departments | Q4 2025 | In Progress | The Djibouti Oncology Centre project is being funded by IsDB within the HIIP. The process for establishing the oncology center will build upon the imPACT report developed by IAEA-WHO-IARC and the National Cancer Strategy that was developed and endorsed in 2024 with WHO support. |
| Developing and implementing plans for the digitalization of the hospital information systems and the interoperability at national level | WCO in collaboration with MoH, RO (SID) and the partners       | Q4 2025 | In progress | The initial plans have been developed based on MoH requests and RO missions to the country. WCO is pursuing effectively for resource generation for the operationalization of the agenda.                                                                                              |

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| <b>Recommendation 2: WHO future interventions should systematically address barriers to healthcare access and determinants of health.</b> <ol style="list-style-type: none"> <li>Addressing barriers to accessing care, in particular through supporting the institutionalisation of community-based health workers, including by learning lessons from the experience of the integrated outreach project on vaccination, antenatal care and nutrition as part of the development of the CHW strategy</li> <li>Supporting a review of the emergency preparedness response, including supporting the development and implementation of an operational plan detailed the roles and responsibilities of different public and para-public sectors. This may include negotiating the use of hospital facilities in the foreign military bases in case of major disaster.</li> <li><b>Addressing determinants of health, through documenting and analysing different factors of health inequalities and strengthening the capacity of the health system in responding to those. Health inequalities and the identification of particular gender dynamics and marginalized population groups needs should be integrated in a cross-cutting manner in all technical assistance by WHO to programmes, including in EPI, RMNCH, malaria, HIV and TB.</b></li> <li>WCO to invest more resources to deliver interventions in the Healthier Populations pillar. NCD risk factors strategies should be supported based on results of STEPwise survey once conducted.</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p><a href="#">Accepted.</a></p> <p>WHO Djibouti will collaborate with national and regional partners to address healthcare barriers by developing a national Community Health strategy, analyzing health inequalities, and strengthening emergency preparedness. Key actions include the institutionalization of community health workers, conducting a review of the emergency preparedness plan,</p> |

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|                                                                                                                                                                                                                                                                                                           | and creating a multisectoral operational plan. Additionally, the WHO will document social determinants of health and invest resources in supporting noncommunicable disease risk factor strategies based on upcoming surveys. |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Status</b>                                                                                                                                                                                                                                                                                             | <a href="#">In Progress</a>                                                                                                                                                                                                   |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                        | <b>Responsible</b>                                                                                                                                                                                                            | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| a/ Addressing barriers to accessing care, through supporting the institutionalisation of community-based health workers, including by learning lessons from the experience of the integrated outreach project on vaccination, antenatal care and nutrition as part of the development of the CHW strategy | - EMRO                                                                                                                                                                                                                        | - Q2 2025       | -In progress  | Addressed under recommendation 1<br>EMRO developed training package for community-based workers and can be used for training core of master trainers at national level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| b/ Conduct a comprehensive review of the national emergency preparedness response plan; develop a multi-sectorial operational plan for emergency preparedness; and preparations for proposals for the Pandemic Fund                                                                                       | WCO with support from EMRO & HQ/WHE/HSP/CRS                                                                                                                                                                                   | Q1 2025         | Not initiated | <p>The WHO (WCO with EMR and HQ support) will conduct a comprehensive review of the national emergency preparedness response plan, utilizing the Joint External Evaluation (JEE) and other peer review technical guides. This review will culminate in a multi-sectoral operational plan aimed at strengthening emergency preparedness. Since Djibouti is the only remaining country in EMR yet to endorse AMR NAP, the inclusion of AMR expertise in the upcoming JEE will be explored.</p> <p>The WHO Country Office (WCO) has secured a Pandemic Fund for a duration of three years (from November 2024 to October 2027), totaling less than \$4 million. These funds will be used to enhance the national emergency preparedness response plan, pending finalization for fund disbursement.</p> <p>Additionally, in collaboration with the Ministry of Health (MOH), FAO, and UNICEF, WHO has developed a proposal for the Pandemic Fund that focuses on preparedness and response to emerging and re-emerging diseases. This proposal includes</p> |

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|                                                                                                                                                                                                                                                                                                                                                                                                                             |                                 |         |                                        | <p>the creation of an emergency plan that adopts a multisectoral approach and is currently awaiting feedback.</p> <p>Moreover, WHO, in partnership with MOH, UNHCR, IOM, FAO, and UNICEF, has crafted a multi-country proposal aimed at strengthening cross-border disease surveillance and emergency response.</p>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>c/Addressing determinants of health, through documenting and analysing different factors of health inequalities and strengthening the capacity of the health system in responding to those:</p> <p>Develop a plan and package of technical support for identifying key social and other determinants of health, health inequalities and responses to address the latter, including integration of GER interventions.</p> | WCO, EMRO                       | Q1 2025 | In progress                            | <p>Based on the documented health inequalities identified in Recommendation 1, the WHO Country Office (WCO) will collaborate with government, community, and UN partners to prioritize actions addressing the social determinants of health and their underlying drivers in a participatory manner. We will identify and integrate Gender, Equity, and Human Rights (GER) interventions into the response plan.</p> <p>Data collection will be disaggregated by gender and social determinant indicators.</p> <p>Additionally, a study to identify the determinants of immunization is planned under the Health System Strengthening (HSS) and Accelerated Funding for Education (AFE) GAVI financing, which will be conducted by UNICEF</p> |
| <p>d/ WCO to invest more resources to deliver interventions in the Healthier Populations pillar. NCD risk factors strategies should be supported based on the results of STEPwise survey once conducted:</p> <p>In collaboration with MOH and partners WHO will work on the adoption and implementation phase of the NMH strategy.</p>                                                                                      | WCO with support from EMR (NMH) | Q4 2024 | <p>Implemented</p> <p>Implemented.</p> | <p>STEPwise survey in progress since 2022. The country will conduct MICS survey, we committed with MOH to include the NCD in the survey because we do not have funds to conduct STEPwise survey.</p> <p>The NMH strategy aims to reduce maternal and neonatal mortality rates by enhancing the quality of maternal and neonatal health care and services. This strategy has been developed and adapted at the national level and is currently being implemented, with an expected completion date in 2026. In 2023, WHO developed national training materials, conducted trainer workshops on SRH/WHO standards, and implemented coaching at hospitals to integrate WHO/SRH tools into practice.</p>                                         |

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| <p>To reduce maternal mortality, WHO will:</p> <ul style="list-style-type: none"> <li>• Health workforce: advancing planning and technical support for midwifery education/practice.</li> <li>• Access to medical products: technical support to enhance access to and use of maternal lifesaving medicines/contraceptives.</li> <li>• Substance use: integrating awareness-raising messages in women's health-related activities and capacity building of the midwifery workforce as promoters of preventive/protective behavioral change.</li> <li>• Advocate for establishing a multisectoral NCD committee at the national level and for developing a multisectoral NCD plan.</li> </ul> |     | Q4 2025 |             | <p>In 2024, WHO-updated tools will support RMNH quality assessment and improvement at four referral hospitals, with a regional workshop to review findings, set response priorities, and validate implementation plans.</p> <p>Trends in maternal mortality estimates 2000 to 2023 report published by WHO, UNFPA, World Bank and UNICEF, Djibouti has experienced an overall reduction in the maternal mortality rate of 68%, decreasing from 501 in 2000 to 162 in 2023. This is a great achievement for the country</p> |
| <p>Develop a strategic plan for strengthening key health system enabling programmes (HMIS) and integration of specific RMNCAH, Nutrition and EPI services and/or interventions to increase efficiency and coverage.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | WCO | Q1 2025 | In progress | <p>The WCO and EMRO are collaborating with the Ministry of Health (MOH), HQ Divisions, and national partners to develop a strategic plan aimed at strengthening essential enabling systems, such as the Health Management Information System (HMIS) and initiating the progressive digitalization of the health system. This plan will also focus on integrating relevant interventions and services across the national health system, particularly in the areas of Reproductive, Maternal, Newborn,</p>                  |

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|                                                                                                                                          |                                                                     |         |             | <p>Child, and Adolescent Health (RMNCAH), Nutrition, and the Expanded Program on Immunization (EPI).</p> <p>An assessment of the HMIS has already been completed, and the WCO is continuing to support the MOH in enhancing the HMIS system.</p> <p>Additionally, the EPI has established a national immunization strategy for 2022-2026, and the RMNCAH has a national strategy aimed at reducing maternal and neonatal mortality rates for the same period.</p>                     |
| Strengthen the health system response to NCDs including cancer with a focus on the role of the PHC                                       | WCO Djibouti with support of RO/NCD Management and Prevention Units | Q4 2025 | Implemented | The WCO and NMH Department EMRO collaborated with the Ministry of Health (MOH), and HQ to strengthen the prevention and control of NCDs. HEARTS package has been implemented, NCD guidelines developed, and training has been conducted to build the capacity of health care professionals in 2023- 2024. So far, Djibouti has developed its first national Strategy for Diabetes and Cardiovascular disease prevention and Control as well as the first national strategy for Cancer |
| Develop and implement an MHPSS (Mental Health and Psychosocial Support Services) strategy to promote mental and psychosocial well-being. | WCO Djibouti with support of RO/NCD and MNS unit                    | Q4 2028 | Implemented | In collaboration with UN partners (IOM, HCR, UNICEF, and UNFPA), international and local NGOs, civil society, and government stakeholders, the WHO Country Office (WCO) has led the development and finalization of a national strategy for                                                                                                                                                                                                                                           |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                |         |             | <p>Mental Health and Psychosocial Support (MHPSS) for the years 2024 to 2028.</p> <p>MHGAP training has been conducted for participants from the private sector, public sector, and civil society, and some clinical services have been implemented in partnership with IOM. While implementation is ongoing, the main challenge is a lack of funding to fully realize the strategy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Administer a STEPwise survey for NCDs risk factors identification and include in the MHPSS strategy</p> <p>Integration of NCD surveillance, monitoring and evaluation with focus on facility, patient and program to strengthen capacities at primary care and integrate NCD at facilities.</p> <p>Establish Cancer registry to support generation of data on Cancer incidence by age and sex to inform Cancer policies and plans</p> | WCO/NCD and MNS, and NCS Units, NMH Department | Q4 2025 | In progress | <p>The country has not yet conducted a Stepwise survey for noncommunicable diseases (NCDs), which has hindered the development of a multisectoral strategic plan to reduce risk factors and combat NCDs. The primary obstacles include the unavailability of the National Statistical Institute (currently engaged), the only authorized entity to conduct the survey, as well as insufficient funding. We aim to conduct the Stepwise survey in 2025, contingent upon the availability of funds.</p> <p>Currently, we have ongoing surveys on tobacco use and obesity among adolescents, which are expected to be completed in the first quarter of 2025.</p> <p>As the country will conduct MICS survey, we committed with MOH to include the NCD in the survey because we do not have funds to conduct STEPwise survey.</p> <p>Training on basic cancer registration concepts and cancer registry has been delivered. Capacity building is ongoing and need funding</p> |

**Recommendation 3: By March 2024 refine the reconstructed theory of change, as a basis to develop an evidence-based, theory of change-based CCS and related CSP**

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| <p>a. <b>The CCS should be based on an analysis of health outcomes in country as well as health system level indicators with support from HQ DDI and in collaboration with MoH stakeholders, as a capacity building exercise</b></p> <p>b. <b>The CCS development process should use a theory of change process to clearly articulate the health system level changes WHO will contribute to, translating the GPW13 outcomes and outputs into contextually relevant targets for Djibouti.</b> Intermediary changes should be identified (policy- and programme-level changes) as well as WHO interventions to support those.</p> <p>c. This CCS should be used as a basis for communicating on the role of WHO to other health partners, addressing perceptions of WHO as a donor agency or NGO. Consider developing a two pager on the new CCS.</p> <p>d. <b>In line with the Organization's structure, a biannual CSP should be developed to outline the contribution of the three levels of the Organization in Djibouti</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>Accepted</b></p> <p>WHO Djibouti accepts the recommendation to develop a new Country Cooperation Strategy (CCS) using a theory of change process, considering health outcomes, barriers, and recent prioritizations, but notes delay due to leadership changes in both the Djibouti office and the regional office. Key actions include developing a theory of change with frameworks for results and monitoring, leading stakeholder coordination, and collaborating with the UN, to complete the CCS development by Q2 2025. Actions contained in Recommendation 1 will produce the necessary data and health information to support the development of the CCS. <b>WCO will ensure</b> the CCS development process is inclusive and consider/define the engagement approach with partners including government, UN agencies and other NSAs to position WHO to comparative advantage and ensure complementarity and efficient use of capacity and resources. In parallel, a new UNSDCF is also in process providing an opportunity for alignment at a strategic level.</p> |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>In Progress</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Develop a ToC with a Results Framework and an M&E framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | WCO<br>EMRO/CSS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Q2 2025         | In progress   | <p>The WCO technical team participated in a training in January 2024 on results-based management that included guidance and information for developing and using Theories of Change, Results Frameworks, and M&amp;E frameworks as the basis for planning, budgeting, implementation, and measurement of results. The TOC approach will identify strategic interventions to achieve the objectives of the project and have a concrete impact.</p> <p>The WCO will convene key stakeholders and lead the development of the TOC that will underpin the next CCS. Coordination with EMR and HQ will provide the necessary support, and expert consultancies will be identified as needed.</p> |

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| Develop a new CCS based on the ToC, results framework, and M&E framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | WCO with support from EMRO/CCU                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Q2 2025         | In progress   | The new CCS will be developed based on the findings of the evaluation and the prioritization exercise conducted by WCO with the Government during the planification of GPW 14. WCO finalized its prioritization for GPW14, and is currently working with MOH to develop its new National Health Plan. We plan to use the priority for the GPW 14, NHP and recommendations of this evaluation to develop our new CCS. |
| Work with UN partners on Common Country Framework led by the RC Djibouti                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | WCO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Q4 2024         | Implemented   | The WCO collaborated closely with the UN System and the Government, under the leadership of the RC office, to develop the new UNSDCF. The UNSDCF is signed and in effect..                                                                                                                                                                                                                                           |
| <b>Recommendation 4: WHO at country and regional levels should support the MoH in strengthening its leadership and coordination role.</b> <ol style="list-style-type: none"> <li><b>Working to address the bottlenecks to the operationalization of the PNDS, in particular in terms of operational planning, budgeting and monitoring.</b> WHO should support the Ministry in developing such planning and monitoring at all levels of the health system, and provide long-term technical support to ensure the sustainability of these processes</li> <li><b>Supporting the review of the current PNDS and the development process of the new PNDS.</b> Support the MoH to initiate a wide-ranging engagement process with key actors in the health sector as well as with other Ministries to foster a multi-sectoral approach, strategies to tackle health regulations and increase harmonization and coherence of the health services providers under the leadership of the MoH.</li> <li>Advocating to the Government for resources to be dedicated to this coordination role in the Ministry.</li> <li><b>Advocate for the Groupe des Partenaires Santé to be reconvened and reflect with MoH on how to maximize the usefulness of this platform.</b></li> <li>Engaging with donors in global platforms that can be activated at country level, such as the SDG3 Global Action Plan and IHP+. EMRO may liaise with other members of these platforms at regional level to explore potential partnerships at country level.</li> <li>In the UNCT, by supporting health-related work of non-resident agencies. For instance, WHO can help leverage the support of non-resident UN-agencies such as UNAIDS, ILO and IAEA to achieving health priorities of Djibouti.</li> </ol> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Accepted.</b><br>WHO commits to strengthening the Ministry of Health's (MoH) coordination role by providing technical support, facilitating multisectoral collaboration, and engaging with global and regional partners. Key ongoing actions include addressing bottlenecks in operational planning and budgeting under the PNDS, advocating for domestic resource mobilization, recruiting consultants for PNDS review, and revitalizing health partnerships, with further efforts planned for mobilizing non-resident UN agencies and exploring new donor engagements. |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>In Progress</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                      |
| a/ Working to address the bottlenecks to the operationalization of the PNDS, in particular in terms of operational                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | WCO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Q2 2025         | In progress   | A discussion was held on conducting a review of the PNDS 2022-2024 and revitalizing the Health Partners Group (GPS) to address the challenges and gaps in the operationalization of the PNDS 2022-2024. WCO will take on a leading role in the revitalization of the                                                                                                                                                 |

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| planning, budgeting and monitoring.<br>b/ Supporting the review of the current PNDS and the development process of the new PNDS                                                                                                                             |                                    |         |               | Health Partners Group (GPS) by supporting MoH in development of ToRs and agenda setting. The consultant who will conduct the final review has already been recruited. WCO continues its support to MOH for better coordination of the health sector. The GPS will meet before the end of the year. The review of the current PNDS will be finalized in April 2025, and thereafter the WCO will support MOH for the development of the new PNDS.                            |
| c/Advocating to the Government for resources to be dedicated to this coordination role in the Ministry.                                                                                                                                                     | WCO                                | Q4 2025 | In progress   | This effort is ongoing. The World Health Organization (WCO) is working to raise awareness among the government about the importance of mobilizing domestic resources to sustain health systems at the country level.<br>The WCO has assisted the government in developing a co-financing roadmap for immunization in collaboration with GAVI.<br><br>Additionally, the WCO is supporting the government in creating a resource mobilization strategy for health financing. |
| e/Engaging with donors in global platforms that can be activated at country level, such as the SDG3 Global Action Plan and IHP+. EMRO may liaise with other members of these platforms at regional level to explore potential partnerships at country level | RO (CRP) in collaboration with WCO | Q4 2025 | Not initiated | RO will support WCO to be connected to the networks. These global mechanisms are thematic and technical in nature. The RO will explore and advice on possibilities to revive these platforms at the country level and position for emerging resource mobilization opportunities.<br><br>The RO Resource Mobilization (RM) will engage with the country office to develop the RM plan / PERMs.                                                                              |
| f/In the UNCT, by supporting health-related work of non-resident agencies. For instance, WHO can help leverage the support of non-resident UN-agencies such as UNAIDS, ILO and IAEA to achieving health priorities of Djibouti.                             | WCO in collaboration with RCO      | Q2 2025 | In Progress   | WCO will work closely with RCO to mobilize non-resident UN agencies, specifically UNAIDS, ILO, and IAEA. This will be addressed in the UNSDCF development process and potentially bilateral cooperation where needed. Once the UNSDCF was signed, WCO began discussions with all UN agencies operating in Djibouti, whether or not they have an in-country presence, and committed to coordinating the UN health response. WHO will facilitate this coordination.          |

**Recommendation 5: WHO should improve its effectiveness by supporting a whole-of-society, whole of government approach.**

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| <p>a. Seeking avenues to broaden participation of civil society and community actors in the governance of the health sector, in community mobilization and in services provision.</p> <p>b. Enabling multisectoral work on areas requiring collaboration between different Ministries, such as vector control, nutrition, emergency management. WHO to support MoH in consolidating/streamlining the many commissions and coordination bodies exist in Djibouti to improve their effectiveness</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p><b>Accepted</b></p> <p>WHO reaffirms commitment to supporting community participation and multisectoral collaboration in health governance. WHO has initiated actions such as advocating for the involvement of community health workers in service delivery, including HIV counselling, and engaging civil society in health planning and mobilization. Additionally, WHO collaborates with multiple ministries to streamline governance, implement the One Health approach, and develop integrated strategies for areas like vector control, nutrition, and mental health.</p> |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>In Progress</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| a/ Seeking avenues to broaden participation of civil society and community actors in the governance of the health sector, in community mobilization and in services provision.                                                                                                                                                                                                                                                                                                                     | WCO in collaboration with RO (CRP & HPD), government and other stakeholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Q2 2025         | In progress   | <p>WCO already made advocacy to gov and the gov already accepted to give the right to community to offer health services, starting with HIV counselling and testing services as a pilot and progressively include more services.</p> <p>WHO advocated to gov leading to the introduction of the community health workers based in the facilities have the right now to offer some services such as vital signs (weight, temp, height, blood pressure) monitoring and blood sugar monitoring. Then they refer appropriately to the clinicians.</p> <p>WCO will mobilize and empower (e.g through capacity building, technical support on guidelines) civil society to be engaged in the health sector in Djibouti including providing services and community mobilizations. WCO will advocate the inclusion of civil society to be an actor in the planning and implementation of health services. RO (CRP and HPD) will support this engagement through WHO hosted platforms such as the EMR Youth Council and the global CSO Commission.</p> |
| b/ Enabling multisectoral work on areas requiring collaboration between different Ministries, such as vector control, nutrition, emergency                                                                                                                                                                                                                                                                                                                                                         | WCO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Q 2 2025        | In progress   | <ul style="list-style-type: none"> <li>Vector control needs assessment is currently underway. This will allow WHO/CO and MOH to finalize the Insecticide Resistance Monitoring Plan for integrated vector control interventions in Djibouti. Community and local institutions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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| <p>management. WHO to support MoH in consolidating/streamlining the many commissions and coordination bodies exist in Djibouti to improve their effectiveness:</p> <p>Working with the MOH and other Ministries, education, woman, social affairs, employment, on the development and implementation of RMNCAH strategies and other health issues, such as integrated vector control with a community approach, One Health strategy, and mental health as well</p> |                                       |                |                     | <p>will be involved in vector control interventions to promote the ownership of the activities and improve outcomes.</p> <ul style="list-style-type: none"> <li>• WHO/CO collaborates with FAO, and consequently with the Ministry of Agriculture, Livestock, and the Sea, which is responsible for Hydraulic Resources, in the One Health approach, particularly in the fight against brucellosis and other zoonotic diseases of interest, including public health pesticide management.</li> <li>• Drug resistance HRP2 gene deletion and invasive vectors surveillance to be explored for inclusion in the cross-border disease surveillance and emergency response activities.</li> <li>• Upcoming creation of a multisectoral One Health steering committee.</li> <li>• Participation of ministries cited during the discussion and validation of the mental health strategy, to also involve them in the stepwise survey and strategies to fight against NCDs and their main risk factors.</li> <li>• WCO is a member of the RMNCAH committee/TWG led by the MOH and created in November 2023 to strengthen collaboration on reproductive, maternal, newborn, child and adolescent health and to harmonize partners' efforts towards a coordinated scale-up of RMNCAH interventions.</li> </ul> |
| <p>Work with local academic institutions to enhance the capacity for research on health and in the use of evidence for decision making at national level</p>                                                                                                                                                                                                                                                                                                       | <p>WCO with support from EMRO/SID</p> | <p>Q2 2025</p> | <p>In Progress.</p> | <ul style="list-style-type: none"> <li>• The WCO will coordinate the linkages between the academic institutions, relevant departments within the ministry of health and the relevant teams in the WHO (WCO/RO). This will be key in enhancing the national capacities.</li> <li>• RO will engage the relevant teams in Djibouti for active participation in NEDtP capacity building opportunities.</li> <li>• RO will work with the WCO and national counterpart in identifying priority areas for research on health and mobilizing resources for the relevant actions.</li> <li>• WCO collaborate with Universite of Djibouti and particularly the University of medicine.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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| <b>Recommendation 6: Strengthen efficiency of WHO through improved allocation of financial resources, human resources and management systems</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |               |                                                                                                                                                                                                                                                                                                                                         |
| a. Engaging in a dialogue with the Ministry from the WHO regional office level to find a way forward on the question of implementing planned activities versus responding to short term demands.<br>b. <b>EMRO to facilitate as soon as possible the implementation of a new organogram in line with the EMRO administrative review recommendations in order to ensure sufficient technical and administrative capacity in the office to deliver planned results.</b> Improving WCO capacity on specific areas that have been identified (supporting the health reform based on a PHC approach, providing long-term technical assistance to MoH on the operationalization of the PNDS, strengthening M&E function, integrating GER in a cross-cutting manner, increasing civil society engagement) requires an urgent strengthening of capacity in WCO.<br>c. Djibouti WCO to continue prioritizing the recruitment of national staff as part of the new organogram.<br>d. EMRO to implement a country-focused, streamlined approach on supporting the WCO technical and business operations needs, inscribing its contribution in an integrated, three level plan (CSP). Options include holding coordination meetings of all officers involved with Djibouti and reviewing planned activities annually to ensure they align to CSP and are streamlined before requests are made to WCO; or having a focal point in RO to coordinate input from RO colleagues for Djibouti and track the implementation of the RO interventions in the CSP. |                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |               |                                                                                                                                                                                                                                                                                                                                         |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Accepted</b><br>WCO is focussed on aligning planned activities with short-term demands through advocacy with Djibouti's Ministry, ensuring timely funding requests. It also highlights the progress in implementing an updated organogram for enhanced capacity, prioritizing national staff recruitment, and working towards a streamlined, country-focused approach integrated within the Country Support Plan (CSP) |                 |               |                                                                                                                                                                                                                                                                                                                                         |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>In Progress</b>                                                                                                                                                                                                                                                                                                                                                                                                        |                 |               |                                                                                                                                                                                                                                                                                                                                         |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Responsible</b>                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                         |
| a/Engaging in a dialogue with the Ministry from the WHO regional office level to find a way forward on the question of implementing planned activities versus responding to short-term demands                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | WCO                                                                                                                                                                                                                                                                                                                                                                                                                       | Q 2025          | Completed     | The WCO has done advocacy with the Ministry to develop funding requests, in order to comply with WHO SOPs. This will avoid late requests and approvals.                                                                                                                                                                                 |
| b/ <b>EMRO to facilitate as soon as possible the implementation of a new organogram in line with the EMRO administrative review recommendations.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | WCO WR in collaboration with RO HR                                                                                                                                                                                                                                                                                                                                                                                        | Q 2024          | In progress   | The Administrative Review highlighted critical gaps in the WCO's financial and procurement functions, including inadequate staff capacity, lack of technical expertise, and weak internal controls. Consequently, a new organigram has been developed and approved, technical and administrative capacities are in the process of being |

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| c/Djibouti WCO to continue prioritizing the recruitment of national staff as part of the new organogram.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                   |     |               | filled. The organogram. Ongoing recruitment of CPCP positions – 4 NOC and 3 P positions.                                                                                                                                         |
| d/EMRO to implement a country-focused, streamlined approach on supporting the WCO technical and business operation's needs, inscribing its contribution in an integrated, three level plan (CSP). Options include holding coordination meetings of all officers involved with Djibouti and reviewing planned activities annually to ensure they align to CSP and are streamlined before requests are made to WCO; or having a focal point in RO to coordinate input from RO colleagues for Djibouti and track the implementation of the RO interventions in the CSP | WCO WR in collaboration with EMRO | TBC | Not initiated | WHO management acknowledges the recommendation for a country-focused approach to support WCO technical and business operations and will work towards implementing a streamlined plan in line with the Country Support Plan (CSP) |

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| <b>Recommendation 7: Ensure that the CCS is accompanied by a monitoring framework that outlines indicator baseline and target values for Djibouti, in line with the global results framework and the regional KPI framework.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |
| <ul style="list-style-type: none"> <li>a. Design a monitoring framework that outlines indicator baseline and target values for Djibouti, in line with the global results framework and the regional KPI framework.</li> <li>b. Improve the quality of data and reporting by dedicating sufficient staff capacity to these tasks; and improve the use of monitoring data, by regularly analyzing progress on planned outputs and contribution to expected outcomes in order to guide planning</li> <li>c. The OSC reporting should be used as an occasion for critical reflection on the contribution of the WCO to crosscutting issues such as gender equality; health equity, human rights-based approach and disability inclusion. Annual OSC process can be done through a workshop format involving all WCO staff (technical and administrative) and be directly linked to reviewing planning for the following year</li> </ul> |                 |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Accepted</b> |

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|                                                                                                                                                                                                                                                                                                                                                                                                                   | WCO with the support of EMRO will ensure that CCS is accompanied by a monitoring framework that outlines indicator baseline and target values for Djibouti, in line with the global results framework and the regional KPI framework. |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                     | <a href="#">In Progress</a>                                                                                                                                                                                                           |                 |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                | <b>Responsible</b>                                                                                                                                                                                                                    | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| a/ Design a monitoring framework that outlines indicator baseline and target values for Djibouti, in line with the global results framework and the regional KPI framework.                                                                                                                                                                                                                                       | WCO                                                                                                                                                                                                                                   | Q1 2025         | Not initiated | <p>The findings and recommendations of the evaluation of WHO contribution and the contents of the planning of GPW14 will support the development of CCS.</p> <p>The development of CCS will be initiated soon and implemented by WCO in collaboration with RO.</p> <p>During the development of the CCS and CSP, the refined Theory of Change will be accompanied by GPW13 output and indicators.</p> <p>Baseline data and targets will be established to monitor performance quarterly or during a midterm review of the biennial CSP by the technical team during a workshop</p> |
| b/Improve the quality of data and reporting by dedicating sufficient staff capacity to these tasks; and improve the use of monitoring data, by regularly analyzing progress on planned outputs and contribution to expected outcomes in order to guide planning                                                                                                                                                   | WCO in collaboration with RO PME                                                                                                                                                                                                      | Q4 2025         | In Progress.  | <p>This is an ongoing activity with support from PME through routine PME network meetings.</p> <p>WCO to organize ad hoc dedicated capacity-building sessions for the WCO team.</p> <p>Technical assistance was provided by WCO to MOH.</p>                                                                                                                                                                                                                                                                                                                                        |
| c/The OSC reporting should be used as an occasion for critical reflection on the contribution of the WCO to crosscutting issues such as gender equality; health equity, human rights-based approach and disability inclusion. Annual OSC process can be done through a workshop format involving all WCO staff (technical and administrative) and be directly linked to reviewing planning for the following year | WCO                                                                                                                                                                                                                                   | Q1 2025         | In progress   | <p>This will start with the 2024 reporting that will happen in Q1 of 2025, followed by end of biennium corporate reporting in Q1 of 2026. The dialogue was done. The WCO is working on this subject with MOH.</p>                                                                                                                                                                                                                                                                                                                                                                  |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation 8: Together with other development partners WHO should actively support the Government on health sector reform.</b> <ul style="list-style-type: none"> <li>a. Supporting the Government in coordinating the development and implementation of a multi-sectoral health emergency preparedness plan</li> <li>b. Advocating for the Government to undertake required reforms to strengthen the leadership, coordination role and regulatory power of the MOH over all actors engaged in health services provision in collaboration with other key actors such as the MoH, Global Fund and World Bank</li> <li>c. Supporting the development and implementation of a health sector financing strategy, building on the existing situation analysis conducted recently by the World Bank on this issue.</li> </ul> |                                                                                                                                                                                                                             |                 |               |                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Management response</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Accepted</b><br>WHO is fully engaged to actively support the Government on health sector reform. WCO will support its partners, GAVI and World Bank to develop and implement a health sector financing strategy for MOH. |                 |               |                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>In Progress</b>                                                                                                                                                                                                          |                 |               |                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Key actions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Responsible</b>                                                                                                                                                                                                          | <b>Timeline</b> | <b>Status</b> | <b>Comments</b>                                                                                                                                                                                                                                                                                                                                                      |
| Development and implementation of a multi-sectoral health emergency preparedness plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | WCO                                                                                                                                                                                                                         | Q4 2024         | Implemented   | WCO supported the Government of Djibouti to develop a 3 years budgeted multisectoral action health emergency preparedness plan.                                                                                                                                                                                                                                      |
| Advocating for the Government to undertake required reforms to strengthen the leadership, coordination role and regulatory power of the MOH.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | WCO with RO support                                                                                                                                                                                                         | Q2 2025         | In Progress.  | WCO with the support of WHO RO, and development partners (including Global Fund and World Bank) will actively support MOH to strengthen its leadership, coordination and regulatory role. The WCO will support the development of a new National Health Development plan and a new health map. The support is on hiring the consultant and developing the documents. |
| Supporting the development and implementation of a health sector financing strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | WCO with the support of RO                                                                                                                                                                                                  | Q2 2025         | Initiated     | WCO with the support of RO will technically support the government to develop a health sector financing strategy. GAVI put in some funds to hire an international consultant.                                                                                                                                                                                        |

For further information about the evaluation, please contact the WHO Evaluation Office [evaluation@who.int](mailto:evaluation@who.int)

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