

Management Response

Evaluation Title	Country Office Evaluation : Sénégal
Commissioning Unit	WHO Evaluation Office
Link to the Evaluation	https://www.who.int/docs/default-source/documents/about-us/evaluation/coe-senegal-report-english.pdf?sfvrsn=948b91f8_4
Evaluation Pan	WHO Organization-wide evaluation workplan for 2018-2019
Unit Responsible for response	WHO Country Office, Sénégal
<p>Overall Management Response:</p> <p>Following the release of the evaluation report to the WHO Representative (WR) Senegal, the WR ensured that it was received by the WHO Regional Director's Office, AFRO. The Representative shared the report with staff members and the Regional Functional Review Coordinator based in Brazzaville and developed a plan for implementing the recommendations.</p> <p>In agreement with the Regional Office, it was then decided that a mission would take place during the first quarter of 2020 to revisit the functional review conducted in 2017 in order to strengthen the "matching" between the technical needs arising from the priority areas for support to the country and the expertise available within the Office. This readjustment would make it possible to address the recommendations made following the Evaluation. With the COVID-19 health crisis that emerged on 2 March 2020 in Senegal, the mission could not take place as the Covid-19 response was the priority. This activity has been rescheduled, although no date has been identified for the moment, as travel possibilities are reduced. The plan for the implementation of the recommendations was also not adequately completed.</p>	
First Management Response Status <i>In progress</i>	Updated Management Response Status: <i>In progress</i>
First Management Response Date: September 2020 <i>Sharing of the report with all Country Office staff on 15 October, 2019.</i> <i>Interactions with the Regional Office regarding the Country Office Evaluation on 28 November, 2019.</i> <i>Development of an implementation plan for the recommendations of the office evaluation – September 2020.</i>	Updated Management Response Date: <i>10 mai 2021</i>
Overall update on the actions taken since September 2020	The functional review of the Office has been revised and the implementation of the new structure has begun.

Recommendations and Action Plan

Recommendation 1: In order to address the more systemic and long-term needs of Senegal, the WHO Country Office in Senegal should ensure the alignment of the new Country Cooperation Strategy with the priorities set forth by the Government of Senegal, the Thirteenth General Programme of Work, the 2030 Agenda and the reform of the United Nations, concentrating on areas in which WHO has a comparative advantage. It is recommended that such an instrument:

- i. focus on a set of well-defined strategic issues that respond to: (i) unmet health sector priorities of Senegal, e.g. health systems strengthening with a view to universal health coverage (including governance, financing, legislation and community health); (ii) broad health issues identified in the health-related Sustainable Development Goals (not only Goal 3, but also goals 2 (nutrition) and 6 (water, sanitation and hygiene)); (iii) Government priorities related to noncommunicable diseases and the social determinants of health, including consideration of the role of gender, equity and human rights;
- ii. support strategic multisectoral collaboration among relevant Government and non-State actors in order to achieve the health-related Sustainable Development Goals;
- iii. include the perspectives of the Government of Senegal, other relevant non-State actors and WHO staff, in order to ensure full ownership of the strategy; and
- iv. incorporate a theory of change to better frame the pathway for change, including a clear priority-setting process and targets with indicators for both the expected

measure outcome and output levels, and clarify the expected contribution from all levels of the Organization in a measurable manner, allowing the monitoring of performance and target achievement.

Management response	Accepted. Work on developing the Country Cooperation Strategy takes into account the evaluation recommendations, continuing until December 2019 (which were for temporarily stopped for the year-end period). From the beginning of 2020, preparation for a possible COVID-19 health crisis began and response activities have been carried out from 2 March, 2020 to date.				
Status	<i>In progress.</i> The year-end period in 2019, with related activities, prevented the finalization of the Cooperation Strategy. In 2020, the finalization, validation and launch of the Cooperation Strategy was further interrupted by the COVID-19 pandemic.				
Key Actions	Responsible	Timeline	Status	Comments	Update since September 2020
Pursue work to finalize the cooperation strategy	Dr Aliou Diallo	End November 2020	<i>In progress</i>	A number of actions (below) are being implemented beyond the finalization of the Cooperation Strategy. They respond to the preliminary recommendations of the Country Office Evaluation presented by WHO EVL (Ms. Larizgoitia Jauregui) during their debriefing. They were used to develop the 2020-2021 work plan.	Guidance was provided by the Regional Office in April 2021 for the resumption of the cooperative strategy development processes and its finalization is underway.

(i) unmet priorities in Senegal's health sector, for example, strengthening the health system for universal health coverage (including governance, financing, legislation, and the formulation of community health)	The WHO Regional Office for Africa, and WHO Representative, Senegal	In progress	<i>In progress</i>	In order to ensure support for the Country Office for strengthening the health system in Senegal, a request was made to WHO HQ and the Regional Office for the recruitment of additional staff in this area. A P4 level staff was recruited for universal health coverage with a focus on aspects of: service delivery, drugs and health products, health information. A Staff person is already in place (at the NO-C level) and is responsible for governance, human resources, financing and community health. The new staff person took office in April 2020 and implements the various interventions provided for in the 2020-2021 workplan. Implementation has slowed down due to the COVID-19 pandemic.	The Office now has the capacity to support health system strengthening in all its components.
(ii) the major health problems identified in the health-related Sustainable Development Goals (not only Objective 3 but also other objectives such as 2 (nutrition) and 6 (access to water, sanitation and hygiene))	WHO Representative, Senegal	In progress	<i>In progress</i>	In order to implement SDGs 2 and 6, the Office has strengthened its capacity by recruiting a staff in charge of maternal and child health in February 2020, whose role is also to support nutrition issues. Another staff in charge of health promotion (including water, hygiene and sanitation) was recruited in August 2020. The implementation of interventions is ongoing according to the 2020-2021 workplan, but slowed down due to the COVID-19 pandemic.	Interventions related to the implementation of SDG2 are supported at the level of the different sectors, in collaboration with other UN agencies and other development partners (FAO, UNICEF, USAID, Action Against Hunger)
(iii) the government's priorities with respect to non-communicable diseases and the social determinants of health, while integrating a health equity, gender equality and human rights perspective into its programming.	WHO Representative, Senegal	In progress	<i>In progress</i>	A consultant has been recruited to support the control of noncommunicable diseases pending the availability of resources for the recruitment of an NPO. This consultant is working with the NPO in charge of health promotion to assist the government in a more coherent control of noncommunicable diseases, particularly the fight against cancer. Again, interventions in this area have been slowed due to COVID-19.	Support for interventions in the fight against non-communicable diseases continues. However, the gender, equity and human rights dimension must be better taken into account.
Support strategic multisectoral collaboration between government and non-state actors to achieve	WHO Representative, Senegal	Throughout 2020 and 2021	<i>In progress</i>	However, we have advocated and supported the establishment of a multisectoral platform for the fight against non-communicable diseases.	WHO has advocated for the strengthening of collaboration between the Ministry of Health and non-state actors in the area of non-communicable diseases. Joint

health-related Sustainable Development Goals.					activities with these NGOs and civil society organizations have been carried out in the framework of the fight against tobacco, road safety, etc.
Obtain the perspectives of the Government of Senegal as well as those of non-state actors and WHO staff to ensure full acceptance of the strategy by all stakeholders.	WHO Representative, Senegal	Throughout 2020 and 2021	<i>In progress</i>	Once the Cooperation Strategy is finalized, it will be presented to all health actors, including non-state actors. However, direct collaboration with non-State actors (associations of health personnel and NGOs) is already taking place as part of the response to COVID-19.	The Cooperation Strategy is being finalized and takes into account the national health priorities on which non-state actors are aligned
Incorporate a theory of change in order to better map out the path to change based on available resources and the activities to be carried out; and develop a mechanism for prioritizing activities with indicators to measure the achievement of outputs and expected accomplishments, while clarifying WHO's contribution at all levels to ensure better monitoring of its performance and the achievement of its objectives.	WHO Representative, Senegal	Throughout 2020 and 2021	<i>In progress</i>	Prioritization was carried out during the development of the 2020-2021 workplan based on guidance and tools received from the Regional Office. With the COVID-19 health crisis, planning for the first year has not been fully implemented, and a second prioritization will have to take place for 2021. The theory of change is an ongoing process with former staffs. The new staff members must be oriented to enable them to apply it.	Team members continue to learn about the theory of change. A briefing was conducted for four new staff members. This was an opportunity for former staff members to review the theory of change, define priorities for 2021 and for biennium 2022-2023

Recommendation 2: WHO should strengthen at all levels of the Organization those core functions that would help deliver its mandate more effectively in Senegal.

It is recommended that:

- i. the WHO Country Office strengthen its leadership, its health diplomacy role and its convening power, in sustaining commitments linked to the Country Cooperation Strategy, through effective relations with relevant national authorities within and beyond the health sector, with United Nations agencies, and with other non-State actors and through mobilization of resources among partners;
- ii. the WHO Country Office clarify its strategic role and reduce to a minimum those activities for which it offers less comparative advantage;
- iii. the Regional Office for Africa and its Inter-country Support Team for West Africa continue to provide technical support to Senegal and foster the exchange of best practices and sharing of experiences across countries in the Region; and

WHO strengthen the alignment of its functional responsibilities at all levels of the Organization and ensure the involvement of the Country Office staff and national partners in regional activities that are relevant for Senegal, in order to optimize follow-up by the Country Office.

Management Response	Accepted. The elements of the recommendation are routine activities and are implemented taking into account the recommendation and its elements.				
Status	<i>In progress</i>				
Key Actions	Responsible	Timeline	Status	Comments	Update since September 2020
The Country Office is strengthening its leadership, health diplomacy and convening power by fulfilling its commitments under the Country Cooperation Strategy, while maintaining effective relationships with national health and other relevant sectors, UN agencies, and other non-state actors, and mobilizing resources from partners.	WHO Representative, Senegal	Throughout 2020 and 2021	<i>In progress</i>	<p>Despite the lack of a Cooperation Strategy, WHO on a daily basis provides leadership in the field of health. This leadership is recognized by the entire government and partners, including UN agencies. Coordination of support for the COVID-19 response has been an illustration of this leadership.</p> <p>WHO's leadership is affirmed on a daily basis. As leader of the technical and financial partners in health, it ensures an advisory, guidance and coordination role for health actors.</p> <p>Resource mobilization is not yet effective outside the organization because of the lack of capacity of the office to do so. The recruitment of a dedicated staff is planned.</p>	<p>WHO, in its role as the lead technical and financial partner in the health sector, is maintaining its leadership.</p> <p>Resource mobilization is now assured since the recruitment in December 2020 of a staff in charge of external relations and resource mobilization.</p>

The Country Office clarifies with its government partners its strategic role and minimizing the functions for which it has less comparative advantage.	WHO Representative, Senegal	Throughout 2020 and 2021	<i>In progress</i>	Formal clarification is not made in the absence of an available and disseminated cooperation strategy.	The Cooperation Strategy and the new structure of the Office take into account the areas in which WHO has a comparative advantage. This will be made clear to government and development partners when the strategy is disseminated
The WHO Regional Office for Africa and the WHO Intercountry Support Team for West Africa continue to provide technical support to Senegal and promote the exchange of good practices and sharing of experiences among countries in the Region.	WHO Regional Office for Africa and WHO Intercountry Support Team for West Africa	Throughout 2020 and 2021	<i>In progress</i>	Support provided according to needs and available human and financial resources	In 2020 and 2021, Senegal has been asked by the Regional Office, and Headquarters to share its good practices in various areas (Covid-19 response, continuity of services, risk communication and community engagement, etc.). The country office has been supporting the documentation and presentation of these good practices.
WHO is strengthening the alignment of its functional responsibilities at all levels of the Organization and ensuring the participation of Country Office staff and national partners in relevant regional activities, in order to optimize their monitoring by the Country Office.	WHO Representative, Senegal	Throughout 2020 and 2021	<i>In progress</i>	Slower participation of Country Office staff and national partners in relevant regional activities due to COVID-19.	As part of the response to the COVID-19 pandemic and the Ebola Virus Disease response, the Country Office members have been empowered for certain functions. They receive guidance from the regional office, facilitate implementation at the country office and country level. This is also observed in the area of resource mobilization.

Recommendation 3: The WHO Secretariat should ensure that the WHO Country Office in Senegal has the necessary human and financial resources to provide critical support to Senegal as it implements the Country Cooperation Strategy. It is recommended that:

- i. the WHO Secretariat review its resource allocations to Senegal at both Country Office and Regional Office levels, based on the country's needs, to ensure the full implementation of the Strategy, and the funding of a critical mass of staff, managing finances in a realistic and predictable manner;
- ii. the WHO Country Office structure the funded activities on the basis of a logical framework, defining goals and targets with indicators and metrics, including building up exit strategies as needed in order to manage its support more effectively, and ensuring appropriate monitoring and performance assessment;
- iii. the WHO Country Office review its human resource capacity to ensure the adequate skill-mix required for the successful delivery of the Strategy; within financing constraints, there should be a balance between international and local staff as well as sufficient administrative support staff;
- iv. the WHO Country Office implement the outstanding recommendations of the Functional Review that are relevant to the implementation of the Strategy, including establishing a streamlined structure to relieve the WHO Representative from certain staff and project management supervisory roles in order to focus on the more strategic and leadership roles associated with the position; and

the Regional Office for Africa adequately fund regional activities performed by the WHO Country Office on its behalf.

Management Response	Accepted The recommendation will be implemented in collaboration with the WHO Regional Office.				
Status	In progress				
Key Actions	Responsible	Timeline	Status	Comments	Update since September 2020
The WHO Secretariat reviews resource allocations at the Country Office level, as well as at the Regional Office level, based on country needs to ensure full implementation of the Strategy and funding for a critical mass of staff, while managing funding in a realistic and predictable manner	Regional Office (Planning, Budget, Monitoring and Evaluation Department - PBM/AFRO)	Throughout 2020 and 2021	<i>Implemented</i>	Several interactions took place with the Regional Office planning unit (PBM/AFRO) to jointly analyze the funding of the work plan, including the salary plan for the period 2020-2021. The challenges identified were discussed and gaps identified have been filled to date. However, the problem is likely to arise in subsequent years in the absence of predictable resources.	A significant improvement in resource allocations was noted in 2021. This results in less strain on the implementation of the salary plan.
The Country Office structures funded activities on the basis of a logical framework,	WHO Representative, Senegal	2020-2021 Workplan	<i>Implemented</i>	This recommendation is being implemented whereby a workplan is developed on the basis of available guidance from WHO headquarters and the Regional Office. Its	No update required.

defining objectives and targets using indicators and other metrics, developing exit strategies where necessary to manage its support more effectively, while allowing for adequate monitoring of performance.				implementation must be rigorously monitored so as not to deviate from the priorities defined.	
The Country Office is reviewing its human resources in order to ensure the necessary competencies to successfully implement the Strategy; taking into account financial constraints; there should be a balance between international and local staff, as well as an adequate number of administrative support staff	WHO Representative, Senegal	Q4 2020 according to the finalized Cooperation Strategy	<i>In progress</i>	Readjustments will be made following the revised functional review and the availability of the Cooperation Strategy.	The new structure of the office being implemented ensures, through a minimal presence and financial realities, the necessary skills for the proper implementation of the Cooperation Strategy; it improves the balance between international and local staff.
The Country Office implements all outstanding recommendations of the Functional Review that are relevant to the Strategy, considering the implementation of a simplified structure that could free the WHO Representative from certain staff and project	WHO Representative, Senegal	March 2020, but rescheduled to Q4 2020 due to the Covid-19 crisis	<i>In progress</i>	It was planned that the functional review would be revisited in order to strengthen the "matching" between the technical needs arising from the priority areas for support to the country and the expertise available within the office. This readjustment would make it possible to better address the recommendations contained in the Evaluation of the Office.	The recruitment of staff members for strategic areas, in particular the "Program Manager Officer", and the implementation of a streamlined system allow to improve the functionality of the office and to better address the strategic challenges that arise.

management oversight roles in order to focus fully on the more strategic and leadership roles associated with this position					
The Regional Office provides adequate funding to support the regional activities carried out by the Country Office on its behalf.	Regional office (relevant departments)	2020-2021	<i>Not initiated</i>	Nothing to add	RAS