Management Response – Country Office Evaluation, Romania

Developing the Management Response

1. **Objectives**: To determine the response of WHO senior management to the recommendations made by the evaluation team.

2. **Owner**: Senior management in unit, department, division, country office or regional office where the evaluation was implemented.

3. **Facilitator**: The Evaluation Office.

4. **Components**: WHO’s response should indicate:
   a. The overall reaction to the recommendation (accepted/partially accepted/not accepted)
   b. The justified rationale behind the reaction indicated above
   c. In case of acceptance:
      i. The actions WHO will take to implement the recommendation
      ii. The timeline for implementation of these actions
      iii. The entity responsible for implementation, including the required management chain if appropriate

5. **Documentation**: The management response should be described in a document submitted to the Evaluation Office.

6. **Timeline**: The management response should be prepared within one month of the approval of the final evaluation report, unless otherwise agreed with the WHO Evaluation Office.

7. **Process**: The process for developing the management response should include all relevant key stakeholders involved in its implementation.

8. **Relevance**: The management response should be articulated so that it feeds into the design of relevant new programmes and projects or into the definition of future outcomes.

9. **Tracking and follow-up**: The Evaluation Office will track the implementation of the Management Response for organizational learning purposes and report regularly thereon to the governing bodies.

10. **Transparency, accountability and organizational Learning**: The management response and follow-up will be made available on the Evaluation Office website, along with its related evaluation report and associated documents.
<table>
<thead>
<tr>
<th>Evaluation Title</th>
<th>Country Office Evaluation – Romania</th>
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<tbody>
<tr>
<td>Commissioning Unit</td>
<td>WHO Evaluation Office</td>
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<tr>
<td>Link to the evaluation</td>
<td><a href="https://www.who.int/about/evaluation/romania_country_office_evaluation_report.pdf?ua=1">https://www.who.int/about/evaluation/romania_country_office_evaluation_report.pdf?ua=1</a></td>
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<tr>
<td>Evaluation Plan</td>
<td>WHO Organization-wide evaluation workplan for 2018-2019</td>
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<td>Unit Responsible for response</td>
<td>WHO Country office Romania</td>
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**Overall Management Response:**

*Summary of the overall reactions of senior management to the recommendations*

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<tr>
<th>Management Response Status</th>
<th>Indicate whether the management response is: Implemented/in progress/not initiated</th>
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### Recommendations and Action Plan

**Recommendation 1**

1. The Regional Office for Europe and the Head of the WHO country office should consider a new, longer-term, 4-5 year strategic planning instrument to address the more systemic and long-term needs of Romania, the directions set by its Government, the 13th General Programme of Work, the Sustainable Development Goals and WHO’s comparative advantage. It is recommended that such an instrument:

   I. articulate a country support strategy that goes beyond the short-term (2-year) planning timeframe, taking into account long-term joint commitments and outcomes, and medium-term WHO strategies;
   
   II. incorporate a theory of change to better frame the pathway for change, including a clear priority-setting process and targets for both the expected outcome and output levels, and clarify the expected contribution from all levels of the Organization in a measurable manner;
   
   III. focus on long-term strategic issues for Romania, i.e. health sector reform towards universal health coverage (including governance, financing and legislation) and noncommunicable diseases, including mental health; and emphasize the role of gender, human rights and equity as social determinants of health;
   
   IV. facilitate a critical assessment by the WHO country office of any additional or changing priorities and ad-hoc support requests from the Government of Romania against agreed strategic priorities and commitments.

**Management response**

- Overall reaction to recommendation (accepted/partially accepted/not accepted)
- Description of the Management Response to this recommendation, i.e. what WHO will do, by when and how in order to achieve the recommendation above. Otherwise, rationale for not accepting all or part of the recommendation and for modifying it.

**Status**

(Implemented/in progress/not initiated)

**Key actions**

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Add as many lines as actions to be taken
Recommendation 2

2. The WHO Secretariat should ensure that the WHO country office has the requisite capacity and resources to provide critical support to Romania as it embarks on long-term health system reform. It is recommended that:

   I. the Regional Office for Europe review resource allocations to Romania, at both country and regional office levels, based on country needs for WHO support irrespective of European Union membership status;

   II. the WHO country office’s human resource capacity is enhanced through the following options: i) additional National Professional Officer(s) and/or international professional(s), and ii) provision for longer-term technical experts.

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Add as many lines as actions to be taken
Recommendation 3

3. To increase and sustain effectiveness of WHO support to Romania, the Regional Office for Europe and the WHO country office should strengthen those core functions that would help WHO deliver more effectively. It is recommended that:

I. the Regional Director for Europe continue to play a critical health diplomacy role in advocating for Universal Health Coverage in Romania, and to sustain commitments linked to the 13th General Programme of Work;

II. the WHO country office strengthen its convening power around health and engage strategically with other health system actors, including United Nations agencies, relevant national agencies and non-State actors;

III. the WHO country office, the Regional Office for Europe and its geographically dispersed offices, support capacity building of technical professionals and civil society as contributors to the sustainability of national health priorities;

IV. the WHO Regional Office for Europe facilitate cross-border interaction to build coalitions and strengthen capacity building through knowledge transfer and exchange of best practices across the countries in the South Eastern European subregion.

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### Recommendation 4

4. The WHO country office should enhance its strategic partnerships at country level to include a broader range of partners and national stakeholders in order to better contribute towards improving the health status in Romania. It is recommended that the WHO country office:

I. incorporate a broader participatory planning process in development of the next strategic planning instrument, including all relevant government entities, other United Nations agencies, academia, and non-state actors;

II. establish a regular informal forum to bring key stakeholders around the table to discuss WHO’s work and progress against planned activities, and allow exchange of knowledge and best practice;

III. with support of the WHO Office to the European Union in Brussels, continue and build on the existing good relationship with the European Union in order to contribute more effectively towards its support for the Romanian health sector reform (in the near-term, this also includes support to Romania’s presidency of the European Union in 2019).

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