

# Final Evaluation Brief

IMPROVING NATIONAL EBOLA VIRUS DISEASE PREPAREDNESS AND SURVEILLANCE MEASURES IN RWANDA

30 October 2020

*This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.*

<i>Evaluation type</i>	External evaluation
<i>Evaluator (s)</i>	Ruramira Bizimana Zebedee (Consultant)
<i>Final report date</i>	30 October 2020
<i>Commissioned by</i>	IOM Rwanda Country Office
<i>Evaluation purpose</i>	The objective of this final evaluation is to review the results achieved by the project; to identify the gaps and bottlenecks encountered; and how to overcome these challenges. The evaluation results of this project will be used by project management staff, senior management staff, stakeholders and the donor to improve decision-making, and project and programme design and implementation.
<i>Evaluation criteria</i>	Relevance, efficiency, effectiveness, coherence, impact, sustainability, as well as the extent to which the cross-cutting issue of gender was addressed by the project.
<i>Evaluation methodology</i>	The evaluation involved the documents review, initial reflection session with IOM project management team and interviews with project partner, namely, Rwanda Biomedical Centre and IOM Staff.

## Project Summary

The Ebola Virus Disease (EVD) in the Democratic Republic of the Congo (DRC) posed a risk of introduction of the virus into neighbouring unaffected countries including Rwanda. Therefore, Rwanda was advised to establish surveillance and alert systems. As preparedness and response for EVD is the responsibility of the Government of Rwanda (GoR) through the Ministry of Health and the Rwanda Biomedical Centre (RBC), EVD Contingency Plan was developed to mobilize the required resources to implement the tasks identified. On this basis and in line with the IOM Health Border and Mobility Management (HBMM) framework, the International Organization for Migration (IOM) formulated and implemented the project “Improving National Ebola Virus Disease Preparedness and Surveillance Measures in Rwanda” to support the identified response needs and the key strategic objectives of the EVD Contingency Plan.

## Project Information

*Outcome: EVD preparedness and surveillance are enhanced through implementation of data collection and effective prevention and screening activities at identified points of entry (PoEs)*

*Output 1.1: Population-mobility related information in Rusizi is available and accessible to national and local authorities and health-care facilities in the selected district at the borders with DRC and Burundi.*

*Output 1.2: Ministry of Health frontline workers’ capacities are strengthened to improve active surveillance at PoEs including provision of incentives.*

*Geographical coverage: Republic of Rwanda*

*Project Code: S-SJTIP-18-GR-0006*

*Project period: 01 February 20120 to 30 October 2020*

*Donor: UNICEF*

*Budget: 300,000 USD*

Following the Coronavirus Disease (COVID-19) outbreak, it was decided that the project would also cover COVID-19 screening activities. This decision was taken through discussions between IOM, the United Nations Children's Fund (UNICEF) and DFID.<sup>1</sup> Therefore, the project covered COVID-19 activities to include the revision of screening tools at PoEs to inform both EVD and COVID-19 preparedness and response. However, the nature of activities remained the same as the Donor did not ask for a change at outcome/outputs/indicator levels and the Project Matrix did not change.

1 The Department for International Development (DFID) and the Foreign and Commonwealth Office became the Foreign, Commonwealth & Development Office (FCDO) of the UK Government.

## Key Findings and Conclusions

**Assessing the relevance**, the evaluation found that the project aligned to IOM and Rwanda priorities. The project was relevant to the needs of local community members in the districts bordering the DRC and Burundi and local authorities, local operators, health professionals at the PoEs and border officials. It benefited indiscriminately both male and female beneficiaries.

**Analysing the effectiveness**, the evaluation found that the extent to which the result was achieved was very significant and above the target, as 35 PoEs have effective capacity for EVD and COVID-19 screening out of the PoEs targeted in the Project Document.

**Assessing the efficiency** by looking at the degree to which project results justify resource injection, the evaluation found that the project was cost effective. Comparing the results from a cost-effectiveness analysis of a screening intervention for preventing EVD and COVID-19 to the status quo of no screening activities at PoEs, the project costs prevented EVD and COVID-19 cases. The absence of screening at PoEs and the transmission of EVD or COVID-19 in populations would have had higher costs in terms of medical treatment. However, there is still high need to continue supporting both capacity building and population mobility mapping components, and additional funds would ensure **sustainability** of these interventions.

**Regarding gender**, the evaluation noted that the project interventions benefited both men and women. Nevertheless, project monitoring and reporting did not disaggregate data by gender. Due to the gendered nature of EVD and COVID-19, future interventions should consider disaggregated data by gender during project monitoring and reporting.

**Assessing the coherence**, the project was both consistent with international legal frameworks and policies of IOM and the donor UNICEF, and to national policies and strategies. The project achieved coherence with government and other partner strategies and initiatives to a considerable extent. IOM 's membership to the EVD and COVID-19 Joint Task Force (JTF) has facilitated complementarity, harmonization and coordination with others, thus avoiding duplication of efforts.

**Assessing the effect** produced by the project, the evaluation found that the project intervention has improved the prevention of the spread of EVD and COVID-19 through the support to PoEs screening activities. The analysis found that the improvement of the capacity of 35 PoEs for EVD and COVID-19 screening should produce a change that could have long-term implication: improved capacity of EVD and COVID-19 preparedness and surveillance.

**Analyzing the sustainability**, the evaluation found that the institutional framework setting up different operational institutions is a presage of the sustainability of the achievements of the project in preparedness and surveillance of EVD and COVID-19 because they serve as structures coordinating efforts in strengthening surveillance and increasing preparedness measures in the country as well as increasing awareness raising.

## Key Recommendations

The IOM Rwanda Country office is recommended to do the following:

1. IOM should finalize the PMM Report affected by COVID-19 outbreak measures.
2. IOM and its partners should continue the support to Points of entry structures for EVD and COVID-19 preparedness and surveillance.