2019 HIV/AIDS Responsibility Matrix: RWANDA

The HIV/AIDS Responsibility Matrix is a new tool introduced in 2019 in partnership with the Sustainability Index and Dashboard. The Responsibility Matrix was completed in September 2019 by representatives from the Rwanda Ministry of Health, Global Fund, One UN, CDC and PEPFAR. Upon completion of the Responsibility Matrix, the document was sent to Rwanda Ministry of Health and Rwanda Biomedical Center leadership for agreement.

Rwanda Overview: Rwanda has made significant and remarkable progress in reaching the UNAIDS Fast Track 90-90-90 Goals following the genocide of 1994. The Government of Rwanda (GOR) has demonstrated strong leadership and vision in crafting a national HIV/AIDS strategy and coordinating the response. Although, Rwanda remains highly dependent on donors to fund its HIV response, particularly PEPFAR and the Global Fund, the Rwanda Ministry of Health takes a primary role in decision making and the direction of the HIV response.

Responsibility Matrix Results: The Rwanda Ministry of Health is the key driver in the HIV response in Rwanda. The MOH holds the primary responsibility in service delivery, non-service delivery and strategic formulation and planning all HIV activities in Rwanda. PEPFAR and the Global Fund provide secondary support in these three key areas. Within the health workforce support neither PEPFAR nor Global fund contributes to the salary top ups at any level, additionally the Ministry of Health does minimal secondment of staff members.

Contact: For questions or further information about PEPFAR efforts to support sustainability of the HIV response in Rwanda, please contact Alexandra Hoagland, PEPFAR Country Coordinator for Rwanda, at HoaglandA@state.gov.
## HIV/AIDS Responsibility Matrix

**Country:** Rwanda  
**Epidemic Type:** Generalized  
**Income Level:** Low Income  
**PEPFAR Categorization:** Long-Term Strategy  

### Definitional guidance for dimension categories:
1. **Service Delivery** - Activities that involve direct contact with patients; or direct involvement in this activity.
2. **Non-Service Delivery Assistance** - Advice, training, etc. provided to ensure service is successful.
3. **Strategy Formulation and Planning** - Higher level oversight and strategic management that provides vision, guides programs, and works to ensure success of service and/or technical assistance.

<table>
<thead>
<tr>
<th>FUNCTIONAL ELEMENTS</th>
<th>DIMENSIONS</th>
<th>SERVICE DELIVERY*</th>
<th>NON-SERVICE DELIVERY ASSISTANCE*</th>
<th>STRATEGY FORMULATION AND PLANNING*</th>
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<tbody>
<tr>
<td></td>
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<td>Host Govt. &amp; GFATM</td>
<td>PEPFAR &amp; GFATM</td>
<td>Host Govt. &amp; GFATM</td>
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<td>Adherence</td>
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<td><strong>Commodities</strong></td>
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<td>Other Essential Drugs</td>
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<td>Primary Nominal</td>
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<td><strong>Health Workforce</strong></td>
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<tr>
<td>Salary Top-Ups</td>
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<td>Primary</td>
<td>None</td>
<td>None</td>
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</tbody>
</table>

### Notes:  
- Host Govt.: Government of the host country, primary responsibility for service delivery.  
- GFATM: Global Fund to Fight AIDS, Tuberculosis and Malaria, secondary responsibility for service delivery.  
- PEPFAR: President’s Emergency Plan for AIDS Relief, secondary responsibility for service delivery.  
- IPs: Implementing partners, secondary responsibility for service delivery.  
- Nominal: Contributes to this effort, but offers a nominal/marginal level of support.  

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**Legend:**  
- **Primary** = Primary responsibility for/contribution to element  
- **Secondary** = Secondary responsibility for element (i.e., doesn’t lead, but offers substantial level of support)  
- **Nominal** = Contributes to this effort, but offers a nominal/marginal level of support  

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### HIV/AIDS Responsibility Matrix

**Country:** Rwanda

#### Programs

- Care and Treatment
  - Clinical Interventions
  - Laboratory
  - Linkage, Retention, Adherence
  - TB-HIV
- HIV Testing Services
- Prevention
  - Prevention of Mother-To-Child Transmission
  - Male Circumcision
  - Other Biomedical Prevention
  - Key and Priority Populations
- Orphans and Vulnerable Children

#### Commodities

- Condoms
- Male Circumcision Kits and Supplies
- Rapid Test Kits
- Antiretroviral Drugs
- Other Essential Drugs
- CD4
- Viral Load
- Reagents and Supplies
- Health Equipment
- PSM Costs

#### Health Workforce

- **Service Delivery Personnel:** Facility-level staff total
  - Salary and Benefits
  - Salary Top-Ups
  - Training and Supervision
- **Non-Service Delivery Personnel:** Facility-level staff total
  - Salary and Benefits
  - Salary Top-Ups
  - Training and Supervision
- **Community Health Workers/Lay Cadres staff number**
  - Salary and Benefits
  - Salary Top-Ups
  - Training and Supervision
- **Secondment Staff number**

#### Above Site (Systems)

- Health Workforce
- Governance
  - Institutional and Organizational Development
- Health Financing
- Health Management Information Systems
- Supply Chain Systems
  - Laboratory Systems
- Other Systems Support
- Disease Surveillance

#### Strategic Information

- Monitoring and Evaluation
- Surveys and Surveillance

#### Program Implementation, Management, and Support

- At the Implementation level
- At the Donor level

#### Supplementary Comments/Notes