

Management response to Joint Evaluability Assessment

Background

A Joint Evaluability Assessment (JEA) of the Global Action Plan for Healthy Lives and Well-being for All has been commissioned and jointly managed by a steering group comprising representatives of the independent evaluation offices of all 12 GAP signatory agencies, thus embodying the GAP's commitment to enhanced collaboration. The JEA, carried out between March and June 2020, focused on an early, rapid and light-touch assessment of the key strategic and technical elements needed for the partnership to succeed so as to preemptively identify outstanding gaps before they become problems and allow signatory agencies to address them in advance of the independent SDG3 GAP evaluation in 2023.

The JEA's overall findings showed that the GAP is "not yet sufficiently evaluable in a way that will make on-going monitoring and evaluation efforts meaningful for the partners' learning, continued improvement, and mutual accountability to each other as partners".

The JEA includes six recommendations (table below) and a roadmap for sequentially addressing them. The recommendations were reviewed by the GAP Sherpas and Secretariat. This management response outlines the action steps to be taken to address the recommendations over the coming months and are detailed in the table below.

	<i>Recommendation</i>	<i>Agreement</i>	<i>Actions steps and timeframe</i>
1	<p>Jointly review and revisit the purpose and shared objectives to clarify how the GAP is intended to operate and add value to what is already in place. This would allow agreement on specific questions such as:</p> <p>where the GAP intends to position itself on the spectrum between enabling change (in a facilitating, back office role), and driving change (in a highly visible, accountable and attributable way by leveraging the collective resources of the 12 signatories);</p> <p>given the importance of country ownership and engagement, how the GAP will work at country level and how that will build on what is already there responding to the differing context and capabilities in each country; and</p> <p>how the purpose and objectives of the partnership might be revisited in light of COVID-19.</p>	Agreed	<ul style="list-style-type: none"> • Principals underlined the need to strengthen country focus and ownership in the implementation of the GAP in their July 2020 meeting. • The Secretariat prepared a paper on "Positioning the SDG3 GAP in the COVID-19 era for country impact" in response to the Principals discussions on 14 July, recommendation 1 of the joint evaluability assessment, and experience gained during the eight-month learning by doing phase as documented in the 2020 GAP progress report. • Drafts of the paper were shared with the Sherpas and feedback received was incorporated in August and following a Sherpa meeting in early September 2020. • The paper includes conclusions and strategic directions and will be ready for guidance by the Principals at their meeting on September 14, 2020.
2	Based on this discussion, articulate a clear and detailed theory of change corresponding to the agreed way forward, including:	Agreed	<ul style="list-style-type: none"> • A SDG3 GAP Theory of Change (ToC) has been drafted by the Secretariat, based on the GAP and experience gained during the learning by doing phase as documented in the 2020 GAP progress report.

	<ul style="list-style-type: none"> a) detailed assumptions on factors that can accelerate progress to the health-related SDGs; and b) how the GAP mechanism can impact on those factors through its role in supporting countries. 		<ul style="list-style-type: none"> • The draft ToC is being reviewed based on inputs received from the Sherpas . • Consultation on the draft ToC will be undertaken to ensure broad ownership across the partnership, including through consultations with the different accelerator groups. • The ToC will be ready for review and approval by the Principals by the end of 2020.
3	<p>Make the GAP more concrete and accountable by:</p> <ul style="list-style-type: none"> a) accelerating progress on mapping out the agreed activities for GAP partners; b) restarting the process on indicator development; and c) strengthening accountability through consistent involvement of senior leaders across all 12 agencies and following through into workplans and time allocations of their staff. 	Agreed	<ul style="list-style-type: none"> • Progress will be tracked on a regular basis through meetings of the Principals. • Linkages between accelerators will be strengthened to better align support for countries across accelerators. • More distributed leadership and management will be established (see also recommendation 5).Based on the accelerator actions proposed in the GAP and the experience in the learning by doing phase as documented in the 2020 GAP progress report, the accelerators will report against progress and present integrated and sharpened SMART objective to the Principals in Q3/4 2020.
4	<p>Review the overall resourcing of the GAP activities alongside decisions on Recommendation 1 on scope/role/priorities, in order to achieve a better balance between what resources overall the GAP signatories can feasibly bring to this in the current environment and what priorities are taken forward. This review and its outcomes would seek to:</p> <ul style="list-style-type: none"> a) get beyond 'volunteerism' for staff leading in the signatory agencies; b) provide support to each working group in a realistic way; and c) provide support in moving the focus of the GAP to country level. 	Agreed	<ul style="list-style-type: none"> • Some agencies plan to include collaboration under the GAP in the performance objectives of key staff (such as the Sherpas and accelerator leads). Progress will be regularly tracked. • One organization (WHO) has started to provide catalytic support to regional and country offices to support GAP implementation at country level. • Principals will regularly review and discuss progress at country level. • A number of agencies are currently allocating or intend to allocate resources to support the work of the accelerators (Gavi, GF, WHO, UNAIDS).
5	<p>Revisit the linkages between and among the accelerator working groups to help them support each other to full effect, and at the same time clarifying what is realistically expected from each group within the overall approach and scope of work agreed from discussions in follow-up to Recommendation 1.</p>	Agreed	<ul style="list-style-type: none"> • Linkages among accelerators and between accelerator groups will be strengthened to enable greater synergies. The grouping of accelerators is subject to further discussion and work on the Theory of Change. <ul style="list-style-type: none"> ○ PHC and innovative programming in fragile settings & for disease outbreaks ○ CS & community engagement, determinants of health and gender ○ Data & digital health and R&D, innovation & access ○ SFH • Accelerator groups will develop SMART objectives for their ongoing and planned



			work and present them to the Principals in Q3/Q4 2020.
6	<p>Map out the steps to the 2023 evaluation and ensure these are well understood. These would be agreed with the Steering Group of the 12 signatory agencies' evaluation offices and should include:</p> <ul style="list-style-type: none"> • a clear process for following up on the recommendations of this joint evaluability assessment, including a management response to be developed and tracked by the Sherpa group; • ensuring that technical aspects of evaluability are addressed following agreement on purpose and shared objectives and theory of change (as per Recommendations 1 and 2); and that the specific gaps identified in the M&E Framework (e.g. developing indicators for the intermediate outcomes) are addressed; <p>a mid-term review at the end of 2021 by which time the strategic and technical elements discussed in this report would be expected to be fully in place and working well.</p>	Agreed	<ul style="list-style-type: none"> • This management response outlines the action steps to be taken to address the recommendations contained in the evaluability assessment. • The management response will be presented to the Principals at their meeting on September 14, 2020 and the implementation of the recommendations will be tracked regularly by Sherpas. • A M&E framework will be based on the ToC and SMART objectives to be developed by the accelerator groups. • A mechanism through which countries can systematically provide feedback on how the agencies collaborate will be identified / developed • Secretariat will discuss with the WHO Evaluation Office the potential for a mid-term review at the end of 2021

