

SUBJECT: EVALUATION ADVISORY COMMITTEE CHAIR REPORT

Category: For Information

Section A: Introduction

- This report provides the Board with an overview of the activities of the Evaluation Advisory Committee (EAC) since the Board last met in November 2018.
- The EAC had a teleconference on 15 February 2019 where the members discussed and approved the Uganda country programme evaluation proposal as well discussed the proposed content for the revised Evaluation Policy and EAC Terms of Reference.
- The EAC met in Geneva on 10-11 April 2019 where the members discussed specific evaluations, the final version of the evaluation policy and EAC Terms of Reference for Board approval as well as the 2019 evaluation workplan.
 - The EAC was updated on the progress of ongoing centralised and decentralised evaluations including key findings of the evaluation of the Cold Chain Equipment Optimisation Platform (CCEOP), process updates on the Uganda country programme evaluation and on the Zambia country programme evaluation as well as how the evaluation unit has engaged in the Gavi 5.0 design process.
 - The EAC assessed the quality and usefulness of the final reports for the Measles and CSO evaluations as well as the draft final report of the Gender policy evaluation and provided feedback to the Secretariat. The consolidated summaries of the EAC reviews will be published on the Gavi website alongside the evaluation reports and management responses.
 - The EAC also provided guidance to the Secretariat on the draft monitoring and evaluation approach for the yellow fever laboratory diagnostics initiative.
- There was a joint meeting of the EAC and the Global Fund Technical Expert Reference Group (TERG) on 10 April 2019. The meeting focused on lessons learned from the Full Country Evaluations (FCE) and Global Fund Prospective Country Evaluations (PCE) with perspectives from both Secretariats and the country as well as discussions on collaboration between the EAC and TERG.

- The EAC Chair report is attached in the form of a presentation as Annex A.

Annexes

Annex A: EAC Chair report

EVALUATION ADVISORY COMMITTEE CHAIR REPORT

BOARD MEETING

Rob Moodie

26-27 June 2019, Geneva, Switzerland



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KEY UPDATES

1. **Revised Evaluation Policy**
 2. **Updates on Key Evaluations**
 3. **Reflections and learnings**
 4. **Gavi 5.0 Engagement**
 5. **Gavi Evaluation Workplan**
 6. **Collaboration with the Global Fund Technical Evaluation Reference Group (TERG)**
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Revised Evaluation Policy

Key recommendations from the peer review and how they have been addressed

	Recommendations	Key Deliverable Required to Address Recommendations			Status
		Evaluation Policy	EAC Charter	Op. Guidelines	
Strategic Recommendations	1. Identify and articulate the <u>purpose</u> of the Gavi Evaluation function and <u>audience</u> for its evaluations	▲		▲	●
	2. To re-examine provisions for <u>independence</u> (structural/ behavioural / organisational independence)	▲	▲		●
	3. To review and clarify the <u>EAC role</u>	▲	▲	▲	●
	4. To develop a more utilisation-focused approach to evaluation	▲		▲	●
	5. To develop an approach for country evaluation capacity strengthening	▲		▲	●
Operational Recommendations	6. To document systems and processes for quality assurance and management			▲	●
	7. To substantially review the Gavi Evaluation policy	▲			●
	8. To improve the “branding” of the Gavi Evaluation function and products (internally and externally)			▲	●
	9. To ensure follow-up to track management responses implementation			▲	●
	10. To further engage with other global evaluation fora and groups (including considering joint evaluations)	▲	▲	▲	●

Key Evaluation Updates

Evaluation of measles campaigns and their effects on the overall immunisation system



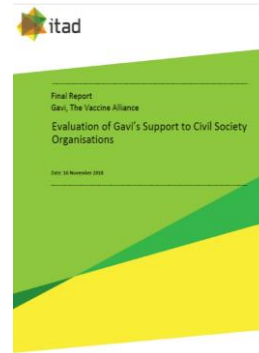
Dissemination of key findings/recommendations;

- presented to Measles Technical Working Group in February 2019,
- Shared as part of evaluation session for March Board Retreat

Utility: Leveraged for the Nigeria MR application,

EAC Quality Assurance

Evaluation of Gavi's Support to Civil Society Organisations



Dissemination of key findings/recommendations;

- presented to Secretariat, as well as CSO Constituency in December 2018,
- Shared with the CSO SteerCo and OAG at annual meetings

Utility: to inform ongoing planning discussions at the Secretariat, and by the CSO Constituency, including feeding into Gavi 5.0 planning

EAC Quality Assurance

Key Evaluation Updates

CCEOP Evaluation



Evaluation of the Cold Chain Equipment Optimization Platform Baseline Cross Country Report

December 26, 2018

Submitted by the CCEOP Evaluation Team to Gavi, the Vaccine Alliance

Dissemination of key findings/recommendations

Validation meetings of draft report held in Pakistan and Kenya with key stakeholders; reports and update shared as part of PPC May 2019;

Utility: reports to be shared with CCEOP working group to inform discussions on CCEOP 2.0



Evaluation of Gavi's Gender Policy



Dissemination of key findings/recommendations

- Dissemination meeting to be held at Secretariat, facilitated by Itad in June

Utility: Report used to inform Gender Policy review update to PPC (May 2019)

EAC Quality Assurance

Key Evaluation Updates

Evaluation	Process Update
Evaluation of Gavi's Eligibility and Transition, Co-financing Policies	<p>Centralised evaluation Focus: Assess the relevance & appropriateness of the design, effectiveness and efficiency of implementation and the extent to which the Policies have achieved their desired results Evaluation implementation period: May – October 2019</p>
Gavi's engagement with the Private Sector	<p>Centralised evaluation Scope and evaluation questions are currently being defined; RFP to be advertised by early Q3</p>
Supply and Procurement Strategy Review	<p>Centralised evaluation Scope and evaluation questions to be defined in early Q3 2019</p>
AMC Outcome/Impact Evaluation	<p>Centralised evaluation Scope and evaluation questions to be defined in mid-Q3 2019</p>

Reflections and learnings from 6 years on the EAC

- **Major increase in interest in evaluation across Gavi**
- **Include evaluation principles of learning into all aspects of Gavi's work – needs a strong link to the work of the PPC**
- **Need to build in evaluation from the very start of programme or policy conceptualisation**
 - **e.g. theories of change, results framework**
- **There are clearly areas of Gavi's work that need independent evaluation, and where prospective evaluation can be very useful**

Gavi 5.0 Engagement

How the evaluation unit has engaged in the 5.0 design process

- Learning from evaluations
 - Synthesis of evidence based on key centralised and decentralised evaluations/reviews to inform Board Retreat
- Engagement in key stakeholder discussions specifically providing guidance on areas such as theories of change and monitoring and evaluation framework(s)
- Working to design the evaluation workplan as part of 5.0 design and operationalisation

Evaluation Workplan (2019 – 2020)

Commissioning Unit	Evaluation Type (by subject/focus/scope)	Evaluation Timeline		Requested by	2019				2020					
		Start Date	End Date		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
EVALUATION UNIT (Centralised)	Strategies, policies and frameworks													
	CCEOP (Phase I) Evaluation *	January-18	December-20	Board approved strategy	ONGOING									
	Gender Policy *	November-18	June-19	Board approved policy	ONGOING									
	Co-financing, Eligibility and transition Policy Evaluation *	May-19	December-19	EAC - PPC	ONGOING									
	Supply and Procurement Strategy Review	February-20	August-20	Board approved strategy					PLANNED					
	Gavi's engagement with the private sector	October-19	May-20	Secretariat		PLANNED								
	Post-transition evaluation of Gavi support			Evaluation policy									TO BE CONFIRMED	
	Thematic													
	Evaluation of Gavi Support to CSOs	April-18	December-18	Secretariat	COMPLETED									
	Measles Campaigns Evaluation	November-17	February-19	EO	COMPLETED									
AMC Outcome/Impact evaluation	January-20		AMC Board					PLANNED						
PROGRAMME TEAMS/COUNTRY- LED (Decentralised)	Decentralised evaluations/reviews													
	Country Programme Evaluation - Uganda	June-19	September-20	Country	PLANNED									
	Country Programme Evaluation - Zambia	July-19	June-20	Country	PLANNED									
	Innovations in Measles Campaigns			Secretariat	TO BE CONFIRMED									
	HSS Review	July-18	March-19	EAC	COMPLETED									
	Assessment of RapidPro Utilisation for MR Campaign (Indonesia)	March-18	June-19	Secretariat/UNICEF	ONGOING									
	India HSS			Country	ONGOING									
	PEF-TCA Country Assessments	December-18	October-19	Secretariat/EAC	ONGOING									
	Pakistan HSS			Country		TO BE CONFIRMED								

*High strategic value - EAC Oversight

To be confirmed	Decision to commission yet to be made
Planned	Decision to commission approved; scoping, RFP development, procurement processes and contract signing
Ongoing	Signed contract and implementation ongoing
Completed	Final report, dissemination

Collaboration With The Global Fund Technical Evaluation Reference Group (TERG)

Annex A

Joint meeting in April 2019 with the EAC

Focus areas

- **Lessons learned from the Full Country Evaluations (FCE) and Prospective Country Evaluations (PCE)**
 - Appreciation of country perspectives on successes and challenges of multi-year evaluations
 - FCE have provided guidance on how to manage aspects such as capacity strengthening and transition of consortium responsibilities
- **Collaboration**
 - Working group with EAC – TERG representatives to develop a proposal based on brainstorm session

Thank you



Backup Slides



Revised Evaluation Policy

Phase I: Preparation

ToRs
launched

Four Panel
members
confirmed:

- Nick York
- Anna Henttinen
- Antonie de Kemp
- Wuleta Lemma

April – May
2017

Phase II: Implementation

Desk review conducted

Meeting with
Evaluation Team held

Self Assessment by
Evaluation Team
conducted

48 interviews conducted
in-person and by phone
and Skype

June – August
2017

Phase III: Reporting and Dissemination

Draft report
submitted and
comments
provided

Final report
submitted

Results
presented to
EAC &
discussion

September –
October 2017

Phase IV: Uptake and implementation of findings and results

Defined strategic
orientation questions,
input from Secretariat key
stakeholders provided

Presented to EAC for
guidance (April 2018)

Revision of Gavi Evaluation
Quality Assurance Tool

Evaluation Policy revision and
approval (Board) + EOG
development

November 2017 - June
(2019)

Key Evaluation Updates

Evaluation	Process Update
Uganda Country Programme Evaluation	<p>Decentralised evaluation EAC review and approval of proposal & budget Scope: Urban Immunisation, Private sector and Leadership, Management and Coordination Implementation Period: 2019 – 2020*</p>
Zambia Country Programme Evaluation	<p>Decentralised evaluation Scope: Sustainability of Gavi support and Human Papilloma Virus (HPV) Vaccine Introduction Implementation Period: 1 year (Q3 2019 – Q2 2020)</p>

Measles Campaigns and Their Effects on the Overall Immunisation System: Background

Annex A

Requested by:	<ul style="list-style-type: none">• EO 2016
Objective:	<ul style="list-style-type: none">• To help the Alliance improve the design and implementation of measles support; and• To help Nigeria to improve the outcome of measles campaigns and measles routine immunisation activities
Scope	<p>Campaigns conducted in Nigeria between November 2015 and January 2016 (2015/2016) and the two phased campaign conducted between October 2017 and March/April 2018</p> <p>To assess:</p> <ul style="list-style-type: none">• the quality of the recurrent measles campaigns;• the effect of the recurrent measles campaigns on the immunisation system &• the extent to which the campaigns integrate lessons learned from previous campaigns into their respective design, planning, implementation and post-campaign stages in Nigeria

Measles Campaigns – Results

	Successes	Challenges	Recommendation
Outcomes & results	<ul style="list-style-type: none"> Coverage improved by 3% vs previous campaign Positive long term effects - e.g. availability of materials, training of health workers 	<ul style="list-style-type: none"> >95% coverage target for first dose MCV1 not reached No evidence of overall effect on RI 	<ul style="list-style-type: none"> Assess whether national measles campaigns are the most appropriate strategy that protects against outbreaks, particularly in context of variable subnational coverage
Design	<ul style="list-style-type: none"> Good quality campaign design Vulnerability analysis could be used to better target zero-dose children 	<ul style="list-style-type: none"> Focus on reaching zero-dose children not observed Micro-plan issues leading to logistic barriers 	<ul style="list-style-type: none"> Tailor and target measles campaigns more to the needs of zero dose children Continue micro-planning, and building HCW skills, to estimate workplan and needs for campaigns

Measles Campaigns – Results

	Successes	Challenges	Recommendation
Implementation	<ul style="list-style-type: none"> Highly motivated teams in the country Improvements in quality of SIA incl. integrating lessons learned, innovative approaches to monitoring and target group estimations 	<ul style="list-style-type: none"> No evidence that lessons learned will be used for routine immunisation to sustain increased vaccine coverage 	<ul style="list-style-type: none"> Document lessons learned and share at all levels during implementation and post Discuss with other platforms undertaking campaigns (e.g. polio)
Monitoring		<ul style="list-style-type: none"> Difficulties to assess if the campaign led to improvements in RI – <i>Evaluation was initiated after the campaign started and completed once campaign was finished</i> 	<p>Conduct a coverage assessment before and after campaign to see any changes in routine immunisation post campaign</p>

Evaluation of Gavi's Support to Civil Society Organisations (CSO) - Background

Annex A

Requested by:	<ul style="list-style-type: none">Gavi Secretariat and CSO constituency, 2016
Objective	<ul style="list-style-type: none">To help the Alliance improve the way in which it provides support to CSOs as part of its current 2016-2020 strategy, as well as in future strategies
Scope	<p>To assess:</p> <ul style="list-style-type: none">the overarching governance structure of the Gavi CSO Platform and the processes related to its design and implementation (global, regional and country level);the contribution of Gavi support to CSOs to the achievement of intended outcomes and results (including through the CSO Platform and Health Systems Strengthening (HSS) grants) at the country level; &the sustainability of results <p>Retrospective, covering the period from September 2011 to December 2017 Conducted Q1 2018 – Q4 2018; Country case studies: Burkina Faso, Chad, Ghana, Guinea, Kenya, Pakistan (Mali and Liberia remote, no country visits)</p>

CSO Evaluation – Results

	Successes	Challenges	Recommendation
Outcomes & results	<ul style="list-style-type: none"> Objectives related to improving Platform functionality achieved in some, but not all, countries 	<p>Limited evidence of contributions to increasing performance of programmes</p>	<p>Shift from a 'one size fits all' to a more flexible, problem-driven approach to engaging CSOs based on country issues</p>
CSO partnership design/ governance	<ul style="list-style-type: none"> CSO model relevant and aligned with Gavi's strategic sub-objective on 'strengthening civil society engagement' 	<ul style="list-style-type: none"> Lack of clear vision for CSO platform activities in countries Complex governance / management structure (e.g. accountability issues, inefficient decision-making) 	<p>Develop comprehensive, long-term vision for CSO engagement</p> <p>Redesign (simplify and clearly define) governance and management arrangements for CSO support</p>

CSO Evaluation – Results

	Successes	Challenges	Recommendation
Design	<ul style="list-style-type: none"> Increasing commitment to CSO inclusion in HSS applications and in government budget allocations Budget level adequate 	<ul style="list-style-type: none"> Inefficiencies resulting in disbursement delays 2-year support for CSOs to form platforms (for policy, coordination and advocacy) in countries inadequate to achieve objectives 	<p>Ensure appropriate funding modalities to facilitate CSO roles/functions</p>
Implementation	<ul style="list-style-type: none"> Some demand generation activities implemented, (~6.7m beneficiaries in 2 years) 	<ul style="list-style-type: none"> Implementation severely delayed and only occurred in a few countries Few countries' CSO platforms reaching programmatic and financial sustainability (e.g. few CSO Platforms have attracted external funding for ongoing functioning) 	<p>Strengthen Secretariat prioritisation and ownership of CSO support</p>

Evaluation of the Cold Chain Equipment Optimisation Platform (CCEOP) – Evaluation Status and Summary

Annex A

Progress:

- Baseline reports (cross country + country-specific) submitted by end of Q4 2019
- Draft intermediate assessment report (cross country) + (midline for Kenya + Pakistan submitted); review by Secretariat and SteerCo underway

Key findings: Pre-Midline Cross Country Report: Intermediate Assessment (Market Shaping + Kenya + Pakistan)

- **Relevance:** CCEOP responds to country priorities and needs, challenges with transparent process and stakeholder engagement, there is alignment with Gavi guidelines and other donor/partner support
- **Effectiveness:** all levels mostly satisfied with Service Bundle Provider (SBP) implementation and deployment and installation process (although information not uniformly extended to all stakeholders), Project Management Team (PMT) played an active role & effective role in deployment and coordination
- **Efficiency:** satisfaction with the efficiency and quality of work of SBPs is generally good but varies by SBP and facility preference, respondents hopeful that the new CCE will result in improved total cost of ownership (TCO), and larger capacity of new CCE to store vaccines will improve stock storage and reduce stock wastage
- **Sustainability:** Training needs not well understood and provision of training insufficient, lack of capacity of technicians for corrective maintenance is insufficient
- **Systems strengthening** (P + K only): no plan for decommissioning, need for updated inventory, challenge in ensuring policy changes are communicated and implemented

Evaluation of the Cold Chain Equipment Optimisation Platform (CCEOP) – Evaluation Status and Summary

Annex A

Key findings: Market Shaping (as of 2018)

- Supply of CCE continues to expand
- Procurement has not kept pace with initial forecasts for CCE
- Delays in implementation and procurement trends to date have raised questions about the credibility of CCEOP demand forecasts
- Suppliers feel that the tender award process is opaque and not currently rewarding investments made in innovation and lower total cost of ownership (TCO) options
- Limited data on longer term CCE field performance
- Questions and concerns persist around the tendering and CCE selection processes and role of country preferences
- The service bundle mandate is the greatest source of conflicted feedback: global/national v. country v. suppliers
- Information flow and transparency among partners, countries and manufacturers have made progress
- Progress has been made to improve price transparency through the UNICEF Supply Division website

Evaluation of Gavi's Gender Policy - Background

Requested by:

- As per the 2016 Gavi Gender Policy (policy to be reviewed in 2019 based on an evaluation)

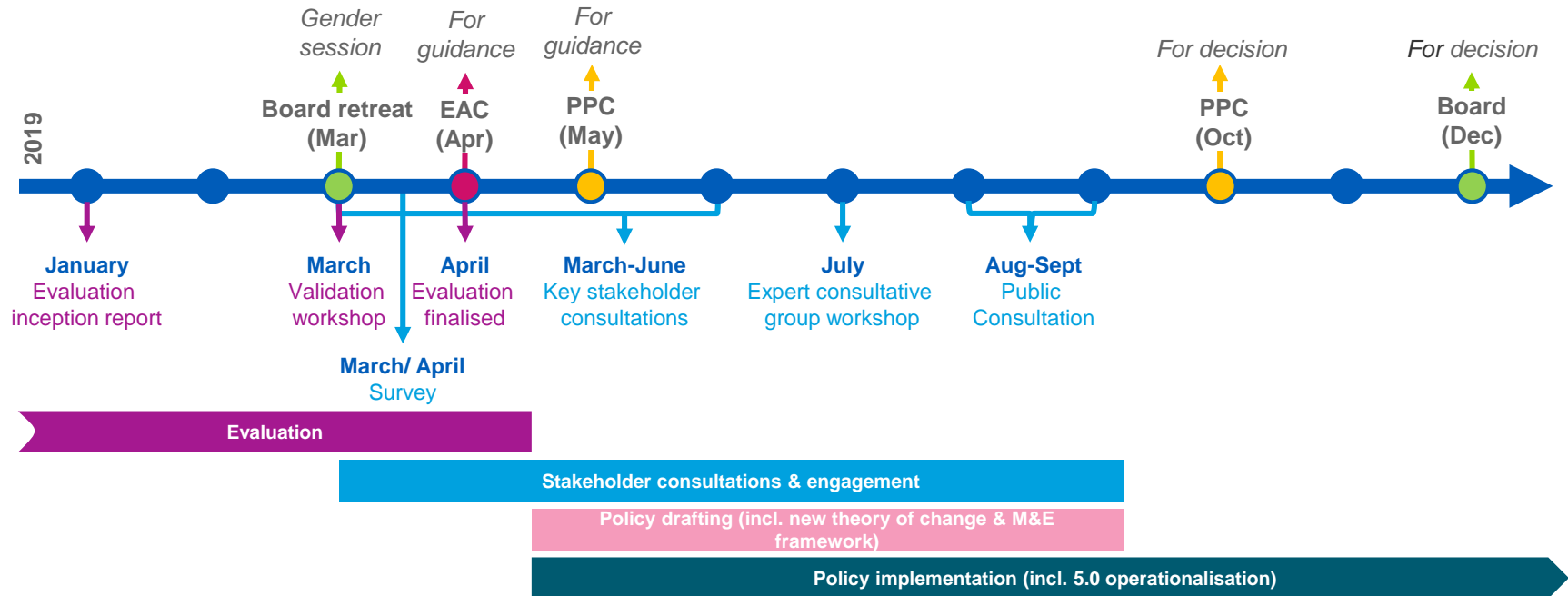
Objective

- To assess the strengths and weaknesses of the 2013 gender policy at global/country level
- To provide evidence-based findings to assist decision making

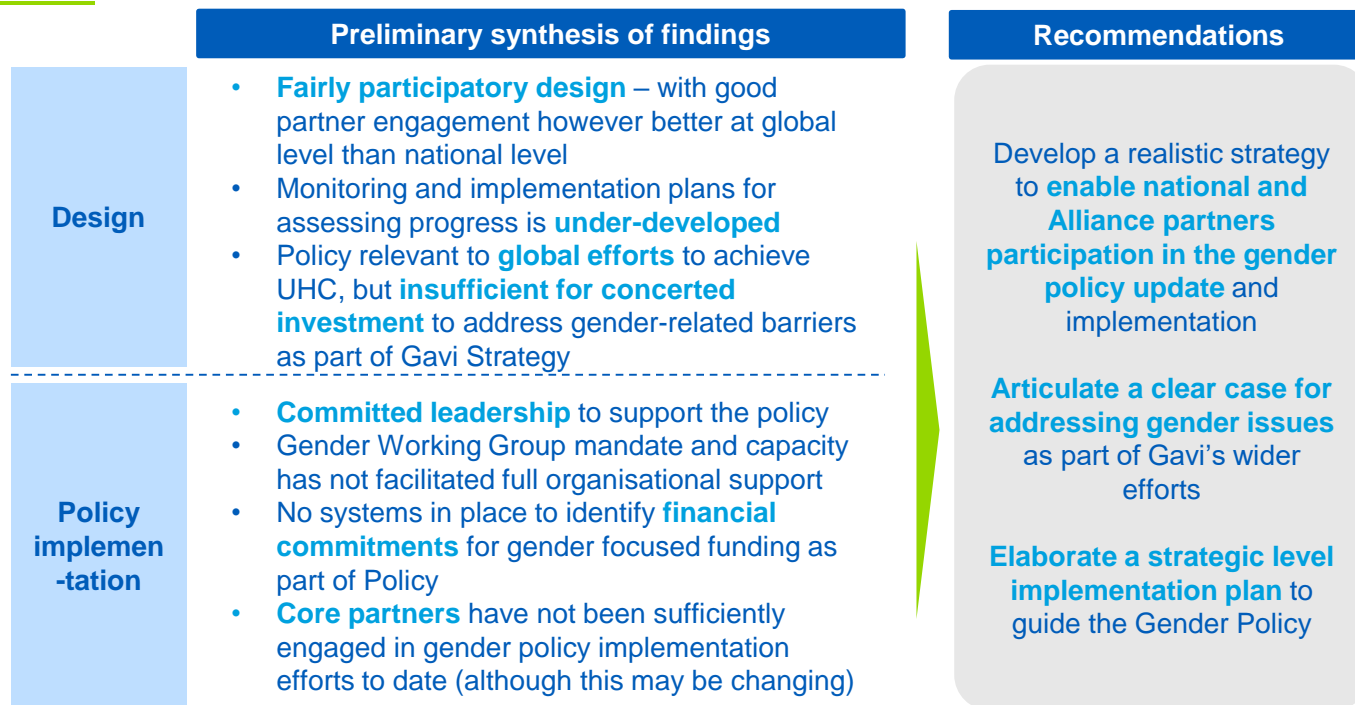
Scope

- Retrospective, covering the period from Jan 2014 to Oct 2018
- To assess design, implementation and results of the application of the 2013 Gender policy
- Will involve remote country case studies
- The gender representation in Gavi governance bodies and the Gavi Secretariat gender-related HR policies are out of scope of the evaluation

Gender Policy Review –Timeline



Gender Policy Evaluation – Results



Gender Policy Evaluation – Results

Outcomes & results

Preliminary synthesis of findings

- **Little evidence that quality and availability of data** has improved over time
- More participation from **Gavi in global discussions** to ensure that gender related barriers to health services are part of global agreements
- Most countries applying for HSS grants conducting **some level of gender analysis** as part of their applications, although often not translated into programming
- Shift in some countries regarding **gender related barriers**, but there still lack of evidence of whether there is a clear shift in thinking

Recommendations

Strengthen internal Secretariat systems and **processes** to mobilise Gavi **to implement** the updated gender policy

Strengthen work with country partners to develop understanding of drivers of inequitable access to immunisation, including gender issues

Put in place a tailored response using grant support and technical assistance