

	Theme	Recommendation	Management Action	Timeline/ Responsibility
	Rationale, Design and Planning			
1	Revision to gender policy: update rationale, strategic directions and commitments	GAVI should commence a Gender Policy revision process. The rationale, strategic directions and commitments should be updated to reflect progress, trends and evidence generated since 2008. This process should be used to develop a robust theory of change that will help provide a clear (and shared) understanding of the intentions of the revised policy. The road map should be sufficiently plausible to absorb and adapt to unanticipated change and new evidence.	A consultative process has started which will review the gender policy for presentation to the GAVI Alliance Board in November 2013.	Completed by Q4 2013 Policy and Performance (P&P)
2	Revision to gender policy: framing gender within broader equity framework	GAVI should consider how the current and revised gender policy can serve as a leader in future policy developments that seek to frame gender equity as one of a number of equity factors. A revised Gender Policy should include and address issues of equity while not losing the gender perspective. GAVI's current results framework appears to support this approach.	The policy review will take equity aspects into consideration as they relate to gender, keeping the policy focus on the gender perspective while linking it to the wider equity agenda.	Completed by Q4 2013 P&P
3	Revision to gender policy: reflecting growing concerns about 'unreached'	Revision of the policy goals should reflect growing concerns about the "unreached" or the "last 20 percent" of the world's children that are not yet vaccinated and where there are known gender issues. Further recommendation on this follows below.	The policy review will take equity aspects into consideration as they relate to gender. Other work streams are addressing the wider equity concerns/issues: 1) addressing gender-related barriers to access through GAVI health systems	Completed by Q4 2013 Country Programmes, with P&P

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			funding, 2) implementing the county-by-county approach, and 3) targeting countries with known equity issues through the business plan (working with UNICEF and PATH).	
4	Revision to gender policy: alignment in design with proposed strategic level changes	A revised Gender Policy would benefit from alignment in design with proposed strategic level changes to the ways GAVI will operate and areas of expansion. For example, consider how to support HPV and rubella rollout in terms of changes to targeted geographical and age groups.	This recommendation will be taken into consideration in the process of reviewing the gender policy. In parallel to the process of reviewing the gender policy, the Gender Working Group will be following up in 2013 with relevant Secretariat teams on gender implications for areas of strategic change and of expansion, such as HPV and rubella roll-out.	Completed by Q4 2013 P&P, with Country Programmes Completed by Q4 2013 Gender Working Group, with Country Programmes and P&P
5	Revision to gender policy: communications strategy	Ensure that the revised Gender Policy is accompanied by a clear and concise communications strategy that appropriately reaches the GAVI Secretariat, the Alliance partners, and larger public, to raise awareness and generate consensus and buy-in.	If and when the GAVI Alliance Board adopts a revised gender policy, an implementation plan will be developed that includes a communications strategy targeting implementing countries.	Completed by Q4 2013 Media & Communications
6	Generating evidence	GAVI should address the underlying critique of the Gender Policy that emanates from the perceived lack of evidence base to support the rationale. The rationale should be revised to reflect more closely the current data from both the immunisation world	The process to review the gender policy will consider the existing evidence and tailor the rationale. In this context, the need for the potential investment in additional research will also be	Completed by Q4 2013 P&P

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		and current theory and developments in gender mainstreaming. If necessary, this may require targeted research. Therefore, we suggest the following: • Support gender equity research that generates greater understanding on how gender and equity may be factors in contexts where GAVI will be supporting activities. For example, the distribution of single-sex vaccines (e.g. HPV vaccine); the expansion of GAVI age and geographical cohorts (e.g. 9-13 year old girls, potentially reached in schools); the fragile states or conflict situations in GAVI-supported areas; and how the last 20% can be reached (what are the “bottlenecks” and identify barriers). • Support specific research that explores how GAVI should define and measure the various equity factors, including gender, which are relevant to the access and control of health services, including immunization.	considered. However, GAVI does not have a dedicated funding window for research and the Board has made it clear that GAVI should only fund research that is considered mission critical. In addition: 1. As part of the process to review the gender policy, GAVI will gather a number of country case studies. These case studies will touch upon several of the areas highlighted in this recommendation. The process to review the policy will also look at what additional evidence on gender and immunisation would be useful for strengthening GAVI programming and increasing coverage. 2. The GAVI Vaccine Investment Strategy is currently being developed for 2016-2020 and one of the criteria that will be considered is gender equity. 3. As has occurred in 2011-12, the Gender	

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			Working Group will oversee an annual review of literature related to gender and immunisation in Q3.	
7	Sex-disaggregated data	GAVI should revisit what sex-disaggregated data already exist, how that data can be accessed and analysed, how and if it can be used to inform decision-making, and what additional data are needed to inform appropriate vaccination strategies, building on IRC's example of drawing on DHS data. This process would be further supported by (and inform) the research recommended above. This needs to be considered in light of GAVI's country driven approach.	GAVI is undertaking intensive work in 2013 on data quality and is engaging with experts in the field on this question. GAVI is considering increasing the frequency of surveys to provide more recent data on coverage, and including sex disaggregated data in this approach.	Q2-3 2013 P&P
Implementation				
8	Implementation: engaging experts in gender	GAVI should increase the commitment to supporting experts in gender and should accompany support for a revised Gender Policy with simultaneous development of a revised implementation strategy. At the same time, there should be continued support of the Gender Working Group structure as an implementation mechanism.	Currently GAVI engages gender experts to support specific activities. As an example, GAVI includes gender and equity experts on all panels of the Independent Review Committee in order to strengthen the consideration of gender and equity in proposal reviews and monitoring of GAVI programmes. A revised implementation strategy will accompany	Completed by Q4 2013 P&P and Gender Working Group

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			the revised gender policy. The Gender Working Group mechanism will continue to implement the gender policy in 2013 in coordination with the process to revise the gender policy. Once the policy is revised, the structure and terms of reference of this group may need to be modified.	
9	Implementation: continuing educative discussion and training	GAVI should continue to support the facilitated educative discussions and training across the GAVI Secretariat, governance structures, and IRCs on gender and equity issues. Based on best practices reported in the benchmarking study, it is recommended that GAVI consider developing customized training in specific sectors and learning-by-doing approaches, and linking both to tangible incentives.	During 2013, the Gender Working Group will continue to facilitate discussions on gender and immunisation across GAVI Alliance structures as part of its work plan for 2013.	Completed by Q4 2013 Gender Working Group
10	Implementation: reviewing format and requirements on gender in GAVI forms	Given GAVI's mandated role, it can most likely primarily influence improvements in equity outcomes at the country level through its own funding levers; it is recommended that the organization revisit the format and requirements included in its relevant forms (e.g. Funding Request Template and Common Proposal Form) to more explicitly ensure that gender considerations are addressed	This recommendation to revisit the forms will be followed-up by the Gender Working Group also taking into consideration the outcome of the process to redesign the Grant Application, Monitoring and Review process, which is currently underway.	Completed by Q2 2013 P&P and Gender Working Group

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		in country programs.		
11	Implementation: developing a practical M&E framework	Consider developing a practical M&E framework that encourages on-going reflection and learning regarding the Gender Policy's implementation and movement towards its achievements, demonstrating and measuring the links and assumptions at all levels. While the overall GAVI M&E approach is results based, a popular approach in international arenas, GAVI should consider revising their M&E approach to include Outcome Mapping, an approach which encourages clear identification and measurement of what GAVI has the potential to directly change, and where they must rely on others for those changes. This more realistic M&E approach can then be used to review, refine and update the Policy, its guidance, and implementation on an on-going basis.	This will be taken into consideration in the process of reviewing the gender policy.	Completed by Q4 2013 P&P
12	Implementation: development of a mechanism for real-time modifications to	Develop a mechanism for policy amendment processes that enables inclusion of any significant new evidence post-policy revision. This would allow for results-based modification of the Gender Policy and formal recognition of these changes to influence its implementation in a 'real time' approach; we	The current GAVI Gender Policy was approved in 2008 and new evidence was generated in 2010. Rather than modify the policy, the evidence was used to shape the implementation of the policy for 2011-2012 without undertaking a formal revision to	Completed by Q4 2013 P&P

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	policy	recommend that GAVI not wait for a formal planned evaluation as the main mechanism for change. The GAVI Board and the GWG should use empirical studies to continually inform the Gender Policy and its implementation, and ensure its relevance and appropriateness.	the policy. This recommendation will be taken into consideration in the process of reviewing the gender policy.	
Achievements				
13	Recognising achievements	GAVI should recognise their achievements in developing, implementing and demonstrating leadership in gender mainstreaming and mobilising men and women as agents of change across the GAVI Secretariat and Board.	The cross-departmental Gender Working Group mechanism has been identified as a good model that has resulted in good engagement on gender (agents of change) and this has been replicated to work on other issues.	Completed by Q4 2013 Executive Office
14	Leveraging change	GAVI should leverage change (underway and proposed) to the way it will operate at country level and the expansion of the Country Programmes Department, which present a unique opportunity to revise the Gender Policy in consultation with regional and national knowledge networks. If approved, the country by country strategy will allow for policy formation that is not necessarily global in approach but will potentially have scope to become more context or country-specific. In alignment with the recommendation above on a goal-level aim to leverage the Gender Policy to reach “the last 20 percent”, this presents an	This will be taken into consideration in the process of implementing the Gender Policy and in other equity work streams. In parallel to the process of reviewing the gender policy, the Gender Working Group will be following up in 2013 with relevant Secretariat teams on gender implications for areas of strategic change and of expansion, such as HPV and rubella roll-out.	Completed by Q4 2013 Country Programmes, with Gender Working Group

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		opening for greater attention to equity and gender issues as (or if) they arise in real-time within GAVI countries.		