**Evaluation Management Response Template**

**Phase:** Alliances

**Objective:** To enhance the Alliance's ability to support 2019-2020 through 2050, including through engagement with partners.

**Strategy:**
- Strengthening Health Systems & Immunisation
- Strengthening Gavi Lead Team

<table>
<thead>
<tr>
<th>Evaluation Objectives</th>
<th>Evaluation Year</th>
<th>Evaluation Title</th>
<th>Business Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSO engagement is enhanced through policy &amp; practice (including health &amp; social aspects)</td>
<td>2020</td>
<td>Strengthening Health Systems &amp; Immunisation</td>
<td>Pascal Bijleveld, Director, Country Support</td>
</tr>
</tbody>
</table>

**Finding 1:**
- CSO engagement is enhanced through policy & practice (including health & social aspects).

**Recommendation:**
- Strengthening Health Systems & Immunisation

**Evaluation Title:** Strengthening Gavi Lead Team

<table>
<thead>
<tr>
<th>Finding 2</th>
<th>Evaluation Title</th>
<th>Business Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility in strategic planning is achieved by the Secretariat, which is key to the successful delivery of Gavi's 2016-2020 strategy.</td>
<td>Strengthening Gavi Lead Team</td>
<td>Pascal Bijleveld, Director, Country Support</td>
</tr>
</tbody>
</table>

**Recommendation:**
- Strengthening Gavi Lead Team

**Evaluation Title:** Engagement within the Snowball Generation 2015 and one Alliance Snowball Risk Exchange

<table>
<thead>
<tr>
<th>Finding 3</th>
<th>Evaluation Title</th>
<th>Business Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement within the Snowball Generation 2015 and one Alliance Snowball Risk Exchange</td>
<td>Engagement within the Snowball Generation 2015 and one Alliance Snowball Risk Exchange</td>
<td>Pascal Bijleveld, Director, Country Support</td>
</tr>
</tbody>
</table>

**Recommendation:**
- Engagement within the Snowball Generation 2015 and one Alliance Snowball Risk Exchange

---

**Appendix:**

**Recommendation:**
- The Alliance is intensifying overall reforms to reduce the overall burden of vaccine-preventable diseases. The Alliance's demand framework has been initiated and a new vision is expected to be developed by the end of 2019. This vision will be integrated into the overall Gavi strategy for 2020-2025, and it will help CSOs to increase their engagement in understanding the needs of communities and in promoting immunization.

---

**Table:**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Start of Year</th>
<th>Partner Agency (if applicable)</th>
<th>Expected Completion (MM/YY)</th>
<th>Implementation Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. CSO</td>
<td>2019-2020</td>
<td>Not applicable</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

---

**Comments:**

- While the CSO Model design is relevant and aligned with Gavi's strategic sub-objective related to strengthening civil society, Gavi has not articulated a clear vision of how CSO support can support Gavi's wider Strategic Goals.

- The Secretariat recognizes the need to develop a clear long-term vision for CSOs aligned with its strategic sub-objective related to strengthening civil society and their work. This vision will have a global-level arm, led by the PPE team, and a country-level arm led by the Country Support team.

- The Secretariat is working very closely with the CSOs to develop a clear CSO role and responsibility framework that aligns with the Alliance's overall vision for engagement.

- The Alliance is intensifying overall efforts on demand and the HSS team at the Secretariat is working very closely with members of the CSO steering committee to ensure the success of the strategy. An intensified period of learning and testing in the demand generation space is being delayed until following the introduction of the new strategy in 2019.

- The CSO focal point in the Secretariat will come onboard at the beginning of July and will play a key role in helping drive this strategy.

- The Secretariat has already met with CSO steering committee representatives to discuss the way forward, including the development of both the CSO Vision and Strategic Framework. The next CSO focal point will meet in July 2019 with the CSO steering committee to agree on a clear timeline for taking forward the visioning and strategic framework exercises.

---

**Table:**

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Key Findings, Recommendations and Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation Title</td>
<td>Business Owner</td>
</tr>
<tr>
<td>Strengthening Health Systems &amp; Immunisation</td>
<td>Pascal Bijleveld, Director, Country Support</td>
</tr>
</tbody>
</table>

---

**Conclusion:**

- The Alliance is intensifying overall reforms to reduce the overall burden of vaccine-preventable diseases. The Alliance's demand framework has been initiated and a new vision is expected to be developed by the end of 2019. This vision will be integrated into the overall Gavi strategy for 2020-2025, and it will help CSOs to increase their engagement in understanding the needs of communities and in promoting immunization.
Finding 2.a

**Overall design of Gavi’s approach to engaging with CSOs:** Platforms objectives have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.

**Recommendation:**

1. Develop and implement a tailored and focused support to CSOs. Focus of CSO engagement will be clearly identified and aligned with overall immunization priorities for each country context. The OIs efforts will be part of the country’s PMNCH. The nature of the engagement will be discussed and agreed upon with relevant stakeholders.

**Actions:**

<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Activity</th>
<th>On-going activity</th>
<th>Expected Completion (MM/YYYY)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMNCH/Political Forum, WHA, SAGE, Astana Conference, UHC Forum and Women Deliver</td>
<td>CS Os are also asked to influence global policy discourse</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSOs are also asked to influence global policy discourse</td>
<td><strong>Platform objectives:</strong> Have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall design of Gavi’s approach to engaging with CSOs: Platforms objectives have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Finding 2.b

**Overall design of Gavi’s approach to engaging with CSOs:** Platforms objectives have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.

**Recommendation:**

1. Develop and implement tailored and focused support to CSOs. Focus of CSO engagement will be clearly identified and aligned with overall immunization priorities for each country context. The OIs efforts will be part of the country’s PMNCH. The nature of the engagement will be discussed and agreed upon with relevant stakeholders.

**Actions:**

<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Activity</th>
<th>On-going activity</th>
<th>Expected Completion (MM/YYYY)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSOs are also asked to influence global policy discourse</td>
<td><strong>Platform objectives:</strong> Have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Streamline the management of CSO engagement and bring the management responsibility to the Secretariat. This aims to improve high management and transaction costs, bring greater clarity to respective roles and responsibilities, and ensure overall greater alignment with Gavi's business model, including greater Secretariat ownership.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Participation of Genome TCA members and Gavi staff from various units in the CSO Steering Committee, to ensure buy-in and ownership from the Secretariat.

Management Response (Agree, Partially Agree, Reject)

- Secretariat.

This aims to reduce high management and transaction costs, bring greater clarity to respective roles and responsibilities, and ensure overall greater alignment with Gavi's business model, including greater Secretariat ownership.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- CSO engagement under PEF-TCA

2. CSO engagement under PEF-TCA expected partners (incl. CSOs) to jointly discuss roles, responsibilities, accountability and any other relevant experience and local practice around the planning, implementation and working of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Relationship with PEF-TCA expected partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Relationship with PEF-TCA expected partners (incl. CSOs) to jointly discuss roles, responsibilities, accountability and any other relevant experience and local practice around the planning, implementation and working of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Actions planned

If recommendation is rejected/partially accepted, indicate reasons:

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.

Management Response (Agree, Partially Agree, Reject)

- Conduct survey with PEF-TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of PEF-TCA.
Finding 6

Implementation arrangements: The proposed two-year duration of Platform support was not adequate or realistic to achieve the planned objectives. The size of budgets has been sufficient to meet the CSO Platform objectives.

Purpose

Preconditions for project implementation

Implementation status

Comments

Expected Completion (MM/YY)

Implementation

Implementation status

Comments

Finding 7

Goverance and Management Arrangements: The proposed two-year duration of Platform support was not adequate or realistic to achieve the planned objectives. The size of budgets has been sufficient to meet the CSO Platform objectives.

Purpose

Preconditions for project implementation

Implementation status

Comments

Expected Completion (MM/YY)

Implementation

Implementation status

Comments

Finding 8

Implementation arrangements: There is evidence of increasing coordination to address the key challenges in CSO funding and support. Monitoring and evaluation activities, as well as increasing willingness on the part of governments to absorb CSO grants, have extended the evidence to be shared with the Secretariat and other relevant stakeholders. For CSO contributions from the past interventions are difficult to verify or validate. For country driven and better aligned CSO planning, it is important to involve multiple stakeholders (including CSO, WHO, UNICEF, WB, etc.). These coordinated discussions should occur regularly at country level.

Purpose

Preconditions for project implementation

Implementation status

Comments

Expected Completion (MM/YY)

Implementation

Implementation status

Comments

Finding 9

Implementation arrangements: Despite some delays, some demand generation activities have been implemented, albeit evidence to suggest that a total of 1.6 million indirect beneficiaries have been reached with some form of demand generation activity in the last two years.

Purpose

Preconditions for project implementation

Implementation status

Comments

Expected Completion (MM/YY)

Implementation

Implementation status

Comments

Finding 10

Country Support

Upcoming activity

Ongoing

Comments

This engagement started in some countries such as health, education, and Madagascar.
<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th><strong>Description</strong></th>
<th><strong>Phase</strong></th>
<th><strong>Lead</strong></th>
<th><strong>Status</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop improved metrics for measuring changes in (1) demand; and (2) gender-related barriers to immunisation</td>
<td>Public Health Systems &amp; Immunisation Strengthening</td>
<td>Q1 2020</td>
<td>WHO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Develop results framework that is in alignment with the integrated approach to CSO engagement, including CSO interventions in demand generation (in line with HSIS policy review)</td>
<td>Public Health Systems &amp; Immunisation Strengthening</td>
<td>Q4 2020</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>