

# Joint Evaluability Assessment of the Global Action Plan for Healthy Lives and Well-being for All (SDG GAP)

## Terms of Reference 13 February 2020

### Background

Sustainable Development Goal (SDG) 3 – Ensuring health and well-being for all at all ages – is critical to achieving progress on the 2030 Agenda for Sustainable Development. As health is an integral aspect of human capital and a precondition, driver and outcome of sustainable development, SDG 3 is linked to approximately 50 health-related targets across the SDGs and the pledge to leave no one behind.

The Global Action Plan for Healthy Lives and Well-being for All was conceptualized in 2018 with the objective of enhancing collaboration and thus accelerating country progress on the health-related SDG targets.<sup>1</sup> In 2019 the Global Action Plan (GAP) was agreed by 12 global organizations<sup>2</sup> engaged in health, development and humanitarian response that are working to advance the SDG 3 targets as well as other health-related targets in the 2030 Agenda. The GAP is intended as an opportunity to more effectively leverage the 12 agencies' individual mandates, comparative advantages and capacity for enhanced collective results.

As countries are at the forefront of efforts to achieve the SDG targets, the GAP recognizes that the 12 agencies' engagement with stakeholders at country level (i.e., governments as well as non-State actors such as communities, civil society and the private sector) is pivotal to achieving the SDGs. How the agencies align their ways of working to reduce inefficiencies and provide more streamlined support at this level thus presents an important component of the GAP beyond the inter-agency collaboration at the global level.

In December 2019, a coalition of evaluation offices representing 7 of the 12 signatory agencies produced a concept note to undertake a joint evaluability assessment of the SDG GAP partnership. In January 2020, 3 more evaluation offices joined this effort. This consultancy TOR conveys the objectives and purpose of the evaluability assessment, its scope and methods, coupled with the desired profile of the selected consultants, expected deliverables and project schedule.

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<sup>1</sup> [Stronger collaboration, better health: global action plan for healthy lives and well-being for all. Strengthening collaboration among multilateral organizations to accelerate country progress on the health-related Sustainable Development Goals](#). World Health Organization, 2019

<sup>2</sup> The 12 signatory agencies are: Gavi – The Vaccine Alliance, the Global Financing Facility, The Global Fund, UN Women, the Joint United Nations Programme on HIV and AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), Unitaid, the World Bank, World Food Programme (WFP), and the World Health Organization (WHO).

## Objectives and Purpose

The objective of the evaluability assessment will be to determine, as systematically and objectively as possible, the present state of evaluability of the SDG GAP and to suggest concrete ways to improve its evaluability moving forward. The main purpose of the evaluability assessment will be to foster early learning among the signatory agencies, and thus help improve coordination, collaboration and overall management toward results in the partnership moving forward. In this way, the ultimate aim of the exercise is to help the signatory agencies maximize the likelihood of the partnership's success in supporting countries to achieve the ambitious goals of the health-related SDGs, especially SDG 3.

## Scope and Methods

This exercise will focus on providing concrete, useful, forward-looking recommendations to the signatory agencies at the earliest stage of the GAP partnership's implementation, rather than evaluating the partnership itself. In this vein, although some evaluability assessments focus narrowly on those technical elements surrounding programme logic and measurement (e.g., the existence of a theory of change and monitoring and evaluation plans, the SMARTness of indicators, data availability), the present exercise will examine evaluability more broadly. Specifically, it will assess *all* of the key strategic elements that should be in place in the partnership in order to maximize the likelihood that the GAP will be successful in supporting achievement of the SDGs. In addition to the evaluation-specific elements related to the mechanics of evaluation, this broader assessment will include such aspects as:

- shared awareness and understanding of the overarching GAP logic among those responsible for its implementation;
- clarity surrounding an action plan, the inputs, outputs/activities that will be needed to achieve objectives, and the specific agencies that will partner on each;
- specificity in roles and responsibilities within and among signatory agencies at all three levels of the partnership (global, regional, country);
- adequacy and predictability of human and financial resources;
- clarity of governance and decision-making processes;
- the existence of key mechanisms, processes and procedures for ensuring smooth functioning of the partnership; and
- any other key elements defined at the early stage of the assessment.

Within the context, the exercise will be framed around the overarching question, *To what extent does the GAP partnership have the key strategic and technical elements in place to manage effectively toward results in the years ahead, and to credibly demonstrate such results in future evaluations?* The evaluability questions will be organized along these main elements, as follows:

**EQ1:** To what extent does the GAP partnership have the requisite *strategic* elements in place to manage effectively toward results in the years ahead and maximize the likelihood that the partnership will succeed in achieving its members' shared objectives?

**EQ2:** To what extent does the GAP partnership have the requisite *technical* elements in place to credibly demonstrate such results in future evaluations?

**EQ3:** Which specific strategic and technical elements are in place and well positioned to help the partnership achieve maximum success, which are in place but require strengthening (and how), and which are absent (and thus should be put in place) in order to set the partnership correct course at this early stage?

Specific subquestions will be framed around the technical and strategic elements described above, with specific issues and subquestions to be defined in consultation with the evaluation partners at the outset of the exercise.<sup>3</sup> (See Deliverables section below.)

The methods foreseen for the assessment will include (a) a desk review of all key documents (including the Plan itself, the draft M&E framework, and all relevant TORs, MOUs, concept notes, policies, agreements, and meeting minutes), and (b) one-on-one or group interviews with key stakeholders in each of the 12 signatory agencies as well as the GAP Secretariat. Given the status as a partnership of diverse organizations, the assessment will ideally culminate in a participatory review and validation of the assessment findings and recommendations with a view to agreeing on a specific action plan to remedy identified gaps.

## Deliverables

Key deliverables will include the following:

- A short (5-7-page) inception note, outlining: the specific documents to be reviewed and specific interviewees to be consulted, subquestions to operationalize each of the overarching evaluability questions indicated above; any data collection instruments to be used in the assessment; and a specific timeline indicating interim milestones;
- A PowerPoint presentation, to be presented to the Steering Group (May), the GAP sherpas and other partner representatives (June), and the Deputy Secretary-General and ASG of the Development Cooperation Organisation (in June, tentative); and
- A draft report (15-20 pages) reflecting a thorough review of the available evidence, presented in a clear, credible manner, complemented by graphical elements that convey key messages in a compelling, accessible manner; and
- A final report incorporating feedback received from the Steering Group and the GAP membership more broadly.

Payments will be made in four instalments, in tandem with the timely delivery of each of these deliverables at a quality level deemed satisfactory by the evaluation manager on behalf of the Steering Group.

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<sup>3</sup> The MOPAN 3.0 assessment criteria of the Multilateral Organisation Performance Network (MOPAN) exercises could provide a basis for specifying the precise criteria used in this exercise.

## Governance and Management

This exercise is supervised by a Steering Group comprised of evaluation representatives of 10 of the 12 GAP signatory agencies. The WHO Evaluation Office, as lead agency, will supervise, support and guide the selected consultant(s) in close consultation with, and on behalf of, the Steering Group membership. The consultant will be supervised by the WHO evaluation manager, and will participate in as many coordination, quality control and progress review meetings needed for the good conduct and management of the exercise in order to ensure timely delivery of a high-quality, credible and useful result.

## Consultant Profile

The Steering Group is seeking 1-2 consultants whose collective experience, knowledge and skills fit the following profile:

### General Qualifications

- Postgraduate qualifications in a subject area related to the focus of this evaluation;
- At least 10 years of relevant experience designing and conducting complex reviews, assessments and evaluations, including institutional evaluations of organizations' overall strategic positioning and strategic direction;
- Excellent communication, facilitation and drafting skills in English (oral and written);
- Expertise in the use of infographics and other visual elements to convey key issues in compelling, user-friendly ways; and
- Demonstrated track record delivering high-quality written reports under tight timelines.

### Project-Specific Qualifications

- Experience conducting evaluability assessments in the broadly scoped manner described above;
- Strong familiarity (through evaluative work or otherwise) with as many of the signatory agencies as possible;
- Demonstrated experience undertaking evaluative assessments of partnerships; and
- Experience with SDG-related evaluative work (desirable).

## Timeline

Expenditure item	Date
Review of key background documents, interviews with key stakeholders	Mon-Fri, 2-6 March
Delivery of inception note to Steering Group	Fri, 13 March
Steering Group review and comment on draft inception note	Mon, 16 March – Fri, 20 March*
Data collection (in-depth desk review of documents, conduct of interviews)	Mon, 16 March – Fri, 3 April
Briefing of Steering Group on preliminary results of data collection	Fri, 17 April
Delivery of draft assessment report	Mon, 20 April
Steering Group review and comment on draft assessment report	Mon, 20 April – Fri, 1 May
Delivery of draft presentation to Steering Group	Mon, 4 May
Delivery of presentation to Sherpas and other GAP partners	Fri, 8 May
Delivery of final assessment report	Fri, 15 May

\* It is foreseen that some aspects of data collection can proceed while inception note is being reviewed by the Steering Group.