



# **Update on Evaluation Matters**

50<sup>th</sup> Board Meeting  
For Board Information  
GF/B50/17

14-16 November 2023, Geneva, Switzerland

# Executive Summary

## Context

- This is a joint update between the Independent Evaluation Panel (IEP) and Evaluation and Learning Office (ELO). IEP and ELO have advanced significantly in operationalizing the evaluation function as set out in the Board decision in November 2021 ([GF/B46/DP06](#)).
- In November 2022, the Board approved a multi-year evaluation calendar (GF/B48/04 Annex 3), this formed the basis for evaluation work plan for 2023 and has subsequently informed the work plan for 2024 that was presented to the SC for decision at this meeting (GF/SC23/06), and unanimously approved.\*
- Part 1 of this update includes an overview of the implementation of the 2023 evaluation function workplan including actions to operationalize the new evaluation function and progress of evaluation started in 2023. Part 2 describes the 2024 evaluation workplan and the high-level scope and indicative evaluation questions of evaluations planned for 2024.

## Questions addressed in this slide deck

- What is the progress update on the 2023 Evaluation Function Work Plan?
- What are the planned evaluation topics for 2024?

**Input Sought** – This document is for information. Constituency views on evaluation objectives and questions for the 2024 evaluation workplan are welcome.

\* Contingent on OPEX approval.

# **Content Overview**

**Part 1: Update on progress of the 2023 Evaluation Function Work Plan**

**Part 2: 2024 Evaluation Function Workplan and planned evaluation topics**

**Annex:, Evaluation collaboration across Funds, Further details on Imbizo**

# Part 1. Update on Progress of the 2023 Evaluation Function Work Plan

# Priorities for the Evaluation Function – a reminder

*In the previous Evaluation Update submitted to the 49<sup>th</sup> Board, the IEP and ELO outlined a set of underpinning priorities central to efforts to operationalize the new Evaluation Function. As a reminder these included:*

## 1. Ensuring the independence, credibility & utility of GF evaluations, methods and processes

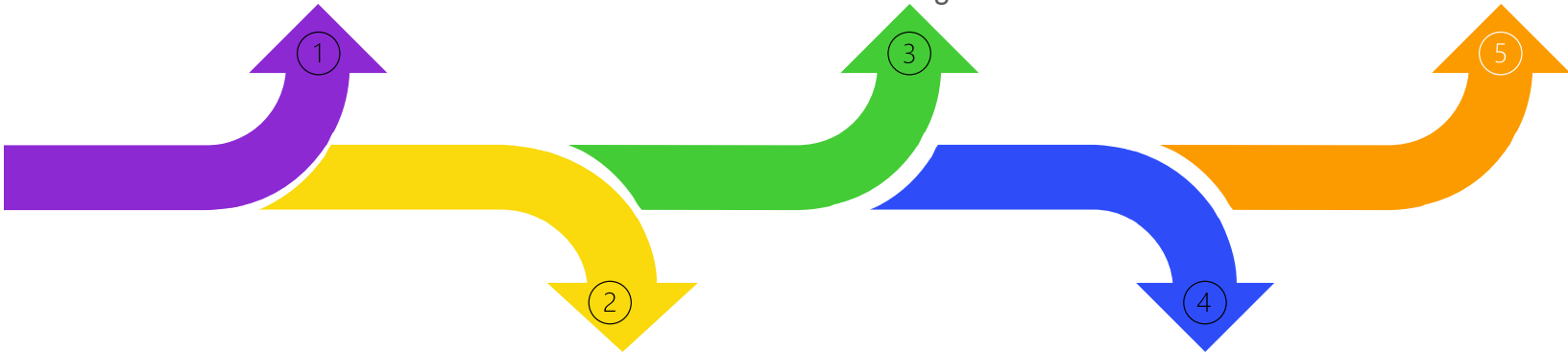
Evaluations planned and designed to meet priority learning & accountability needs.

## 3. Ensuring that stakeholders have genuine voice and representation in evaluations

Human-rights based approaches to ensure participation, inclusion and fair power relations : evaluations systematically consider factors such as poverty, gender, disability, intersectional social disadvantage.

## 5. Innovations in learning, use, and dissemination of evaluations

Enhanced use and utility of evaluations. Diversification and innovation of evaluation processes and products. Evaluation synthesis, meta-evaluation reports, management responses, best practices in reporting and dissemination within Global Fund and to stakeholders.



## 2. Enhancing the scientific rigour of evaluations

Methodologically rigorous evaluations enhance credibility and the ability to learn effectively. Considering deployment of a broader range of evaluation types including formative evaluation, impact evaluation, real-time learning. Can include capacity building.

## 4. Redressing North-South power differentials in evaluation

Proactive steps to reinforce country engagement and ownership, balanced representation of secretariat staff and evaluation officers from the Global South; evaluations led by LMIC teams/ exhibiting South-South collaboration. Can include capacity-development.

# Update on the Procedures for the Evaluation Function

- As per the next steps in the Board decision paper on the new Independent Evaluation Function\*, Standard Operating Procedures (SOPs) that encompass the regular core business processes of the evaluation function have been developed.
- In developing the SOPs, IEP and ELO engaged in extensive consultations, including liaising with SC Leadership, to ensure adherence to respective terms of reference and governance charters. Attention has also been duly focused on how independence of the evaluation function can be safeguarded; oversight leading to high quality evaluations can be achieved; and mechanisms to promote ongoing learning and utilization of evaluation evidence be embedded.
- The SOPs outline the annual process for identifying and prioritizing evaluation topics and the process for the end-to-end management of an individual evaluation including follow-up and response to evaluation findings.
- The SOPs were submitted for information to the SC following the 23<sup>rd</sup> SC. SOPs will be reviewed on a periodic basis based on the experience of implementation, lessons learnt, and adapted as necessary by ELO, under the oversight of the IEP.
- Also, as per the Board decision paper\*, the TERG Document Procedure (GF/SC05/07) has been revised in advance of the first completed evaluation under the new evaluation function. Currently the revised Evaluation Document Procedure is with the SC for electronic decision [closing 31 October]

\* [GF/B46/05 Revision 1](#) - Independent Evaluation Function

# Further actions to advance the Evaluation Function

## IEP

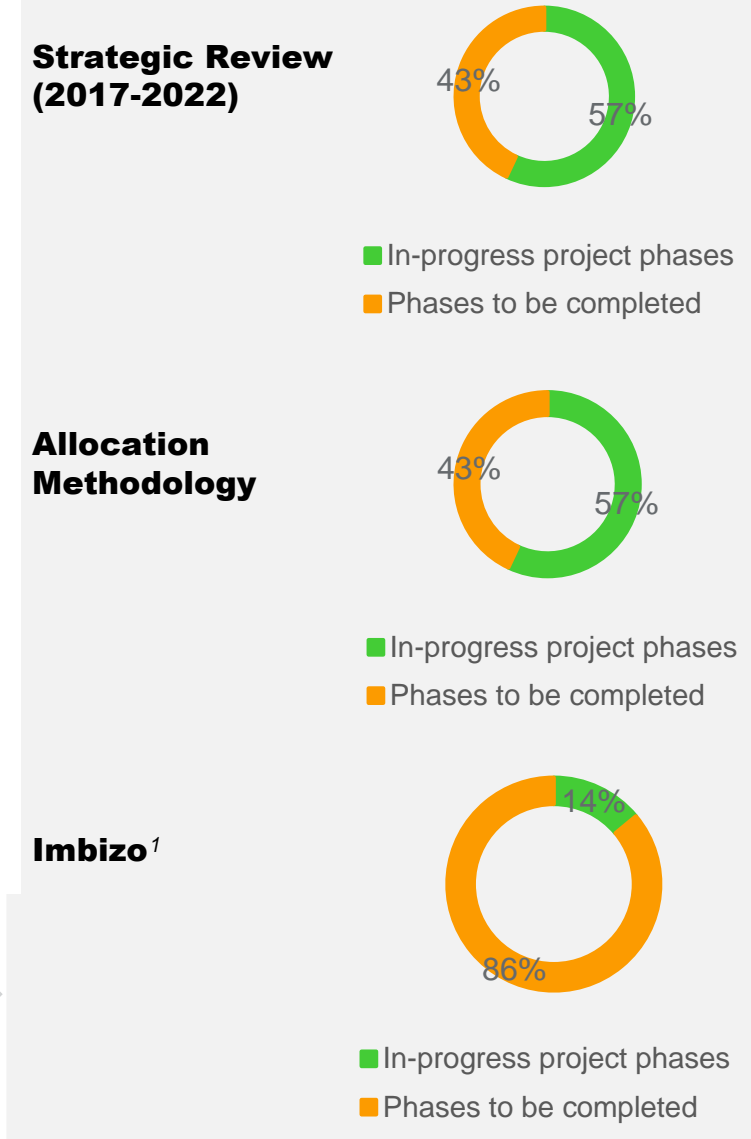
- Evaluation ToRs approved by IEP and IEP focal points assigned to evaluations to provide assurance of quality and independence.
- Development of a new Quality Assessment (QA) framework to be used by IEP members in assessing the quality and rigor of final evaluation reports.
- Two new IEP members recruited in 2023, adding additional LMIC and learning expertise to the IEP (See [here](#) on Global Fund website for information on members of the IEP)
- The first IEP annual report to be submitted to the 51<sup>st</sup> Board.

## Operational shifts

- New: Evaluation eligibility criteria developed to be used for identifying future potential evaluation topics.
- New: 'Engagement teams' composed of ELO staff and IEP focal points formed/forming for each evaluation.
- New mechanism established to solicit inputs from key stakeholders responsible for acting on evaluation findings and recommendations.
- Close collaboration between ELO and OIG to mitigate overlaps on evaluation/audit topics and coordinate in data collection where relevant.
- New: Mapping to expand pool of evaluators and firms, and commitment to collaborate across Funds (see *Annex – slide 20 - for further information*).


# Progress of evaluations planned in 2023

**Ongoing Evaluations**  
*(more details on slides 9-11)*






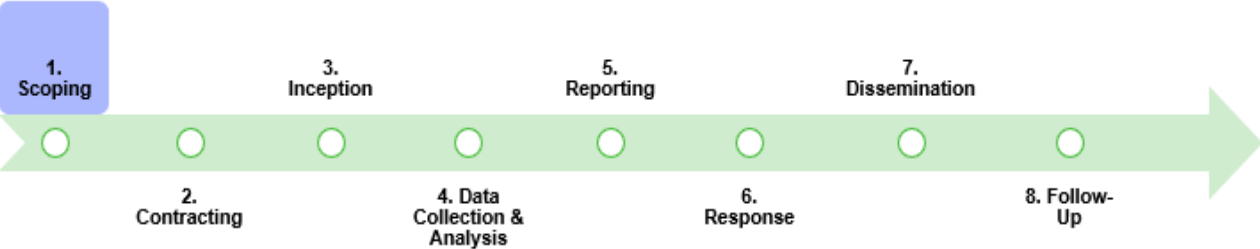
# Strategic Review 2023: An Overview

Evaluation	Focus	Status and Next Actions
<b>Strategic Review 2023 (SR 2023)</b>	<p>This is the end-term evaluation of the Global Fund's 2017-2022 Strategy.</p> <p>The objective is to provide an independent appraisal of:</p> <ul style="list-style-type: none"> <li>• Progress made on the commitments reflected in the Strategy</li> <li>• Extent to which the Strategy objectives were met</li> <li>• The supporting and hindering factors.</li> </ul>	 <p><b>Status</b></p> <ul style="list-style-type: none"> <li>● <b>Completed</b> <ul style="list-style-type: none"> <li>• Contract awarded to consortium: Cambridge Economic Policy Associates (CEPA), BroadImpact, and Southern Hemisphere</li> <li>• Onboarding</li> <li>• Inception report</li> </ul> </li> <li>● <b>In progress</b> <ul style="list-style-type: none"> <li>• Global key informant interviews</li> <li>• Country visits</li> <li>• Desk review</li> </ul> </li> </ul> <p><b>Timing for findings to the SC:</b> March 2024 <b>and to the Board:</b> May 2024</p>

# Evaluation of the Global Fund Allocation Methodology - An Overview

Evaluation	Focus	Status and Next Actions
<b>Allocation Methodology</b>	<p>The objective of this evaluation is to provide an independent assessment of the Global Fund Allocation Methodology and process, and aims to:</p> <ul style="list-style-type: none"> <li>Analyse the current methodology in depth and propose alternatives that may result in greater impact of Global Fund investments and more effective delivery of the Global Fund Strategy.</li> <li>Describe the pros and cons of the proposed alternatives and their implications to provide contextualized recommendations</li> <li>Assess and challenge the robustness of the parameters and processes of the cyclical reviews that lead to final high-level decisions on country allocations and catalytic investments</li> </ul>	 <p><b>Status Completed</b></p> <ul style="list-style-type: none"> <li>Contract awarded to EY (ex- Ernst &amp;Young)</li> <li>Onboarding</li> <li>Inception Report</li> </ul> <p><b>In progress</b></p> <ul style="list-style-type: none"> <li>Data collection including interviews with all Board and SC members</li> </ul> <p><b>Timing for findings to the SC:</b> March 2024 <b>and to the Board:</b> May 2024</p>

# Imbizo - An Overview

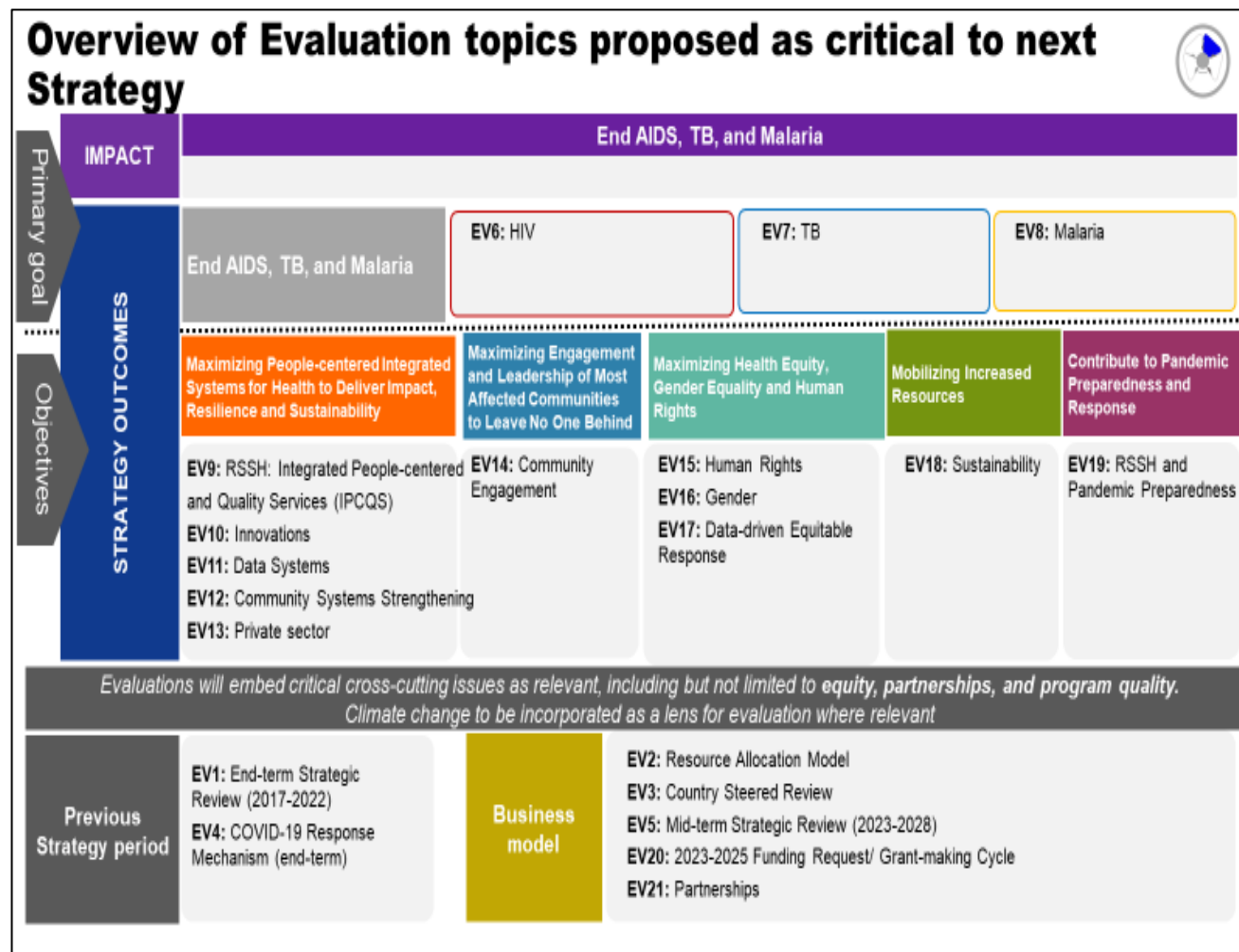
Evaluation	Focus	Status and Next Actions
<b>Imbizo*</b>	<ul style="list-style-type: none"> <li>Channel independent feedback from implementing partners per <u>GF/B46/05 revision 01</u></li> <li>Originally the “country steered review” critical cyclical topic under the Multi-year Calendar Decision <u>GF/B48/04 Annex 3</u>,</li> <li>Recently renamed, <i>Imbizo</i><sup>1</sup> sets out to:               <ul style="list-style-type: none"> <li>Establish a regular, iterative &amp; <i>independent</i> mechanism</li> <li>Enable the Global Fund to solicit the views of <i>country stakeholders</i></li> <li>Identify potential insights driven by country stakeholders, focusing on a broad set of <i>strategic, operational and technical topics</i>, with the intention of optimizing the GF operational model &amp; supporting the partnership enablers set out in the 2023-2028 Strategy</li> </ul> </li> </ul>	 <p><b>Status</b></p> <ul style="list-style-type: none"> <li><b>Completed</b> <ul style="list-style-type: none"> <li>Scoping: in-country advice and Secretariat and IEP requirements</li> <li>Market scanning for potential suppliers to support with data collection, consultative research and dialogue.</li> </ul> </li> <li><b>In progress</b> <ul style="list-style-type: none"> <li>Terms of Reference (TOR) and Request for Proposal (RfP) development</li> <li>Internal platform being established and tested for report analytics</li> </ul> </li> </ul> <p><b>Timing for findings to the SC:</b> October 2024 <b>and to the Board:</b> November 2024</p>

**Note:** see Annex for more details

# **Part 2: 2024 Workplan and planned evaluations**

# Confirming evaluation topics for 2024

- In November 2022, the Board approved a Multi-Year Evaluation calendar aligned to the 2023-2027 Strategy\*. Topics for the calendar derived from the multi-stakeholder measurement consultations (internal and external participants) that took place over 2022.
- In 2023, ELO held consultations with Secretariat technical teams to confirm/refine scope of evaluations and prioritize topics to take forward in 2024. Proposed topics were also discussed with the Management Executive Committee (MEC).
- During the September 2023 IEP meeting, the 2024 evaluation topics were presented to the IEP for input, following which IEP endorsed the workplan and recommended for approval by the SC. IEP stressed: earlier dialogue on the workplan, country perspectives be included, specific actions be taken to allow for a broader pool of external suppliers, and the difference between the two community-related evaluations be further clarified.
- The SC approved the 2024 evaluation function work plan (contingent on OPEX funding) and provided preliminary input on scope of the 2024 evaluation topics during the 23<sup>rd</sup> SC. See annex for a summary of feedback received on the workplan.



# Evaluation Workplan for 2024

**New evaluations\***  
*(Further details on slides 15-18)*

Funding Request & Grant Making

Malaria

Engagement of Communities in GF Processes

Community System Strengthening

**Continuing evaluations**

Strategic Review

Allocation Methodology



Learning, dissemination & follow up

Imbizo Country-Steered Review

**IEP Meetings**  
*Indicative- Dates/ duration TBC*



Virtual



In-person



Virtual



In-person

Jan > Feb > Mar > Apr > May > Jun > Jul > Aug > Sep > Oct > Nov > Dec

*\*\*Indicates time of when the service provider starts the inception phase to final report submission. Pre-scoping/TOR development/contracting begins earlier and activities undertaken following the completion of the final evaluation report continue after period shown.*

# Evaluation Topic: Funding Request and Grant Making Process

## High Level Objectives:

- To assess the extent to which the delivery of the current Strategy has been supported through funding request/grant making processes.
- To strengthen the Global Fund Secretariat funding request/grant making launch for grant cycle 8.

## Indicative evaluation questions:

- How well have key 'levers' led to required changes in grant design? Which key levers are most important to prioritize in the next cycle? Which have been less effective?
- To what extent have aspects of grant design enabled shifts in planned implementation of grants in key areas where the Global Fund partnership has historically struggled (e.g., Resilient and Sustainable Systems for Health, HIV prevention, community-based interventions)?

# Evaluation Topic: : Malaria

## High Level Objectives:

- To assess the capacity and quality of sub-national data generation and its use in sub-national programming and decision-making.

## Indicative evaluation questions:

- How adequate are country sub-national systems in capturing malaria programming data and in supporting better targeting of malaria responses?
- How does malaria sub-national data inform decision-making?
- How does the Global Fund holistically promote generation of high-quality data and its' use at sub-national level?
- How could the Global Fund better support countries to utilize data and be better engaged in the process?
- What is the role of country stakeholders and partners in strengthening sub-national data systems?

*Rationale and context: Sub-national targeting and tailoring is a global priority. The Global Fund is aiming for approximately 28 countries to have funding requests with approaches specific to districts based on data justification for why and which districts (for the next grant cycle).*

*Note: GF Malaria team was consulted across malaria partners on the relevance of this topic, and scope was also prioritized during the formulation of the M&E Framework.*



# Evaluation Topic: Engagement of Communities in Global Fund Processes

## High Level Objectives:

- To evaluate the extent and quality of community engagement in Global Fund related processes, best practices, and levers that lead to success in community engagement.

## Indicative evaluation questions:

- To what extent is community engagement being demonstrated in Global Fund related processes?
- To what extent has integration of community engagement lead to improved investment design?
- How are Global Fund processes and key actors accelerating and reinforcing community engagement?
- What is the relative contribution of community engagement in Global Fund processes towards the achievement of the Global Fund's results?

# Evaluation Topic: Community Systems Strengthening (CSS)

## High Level Objectives:

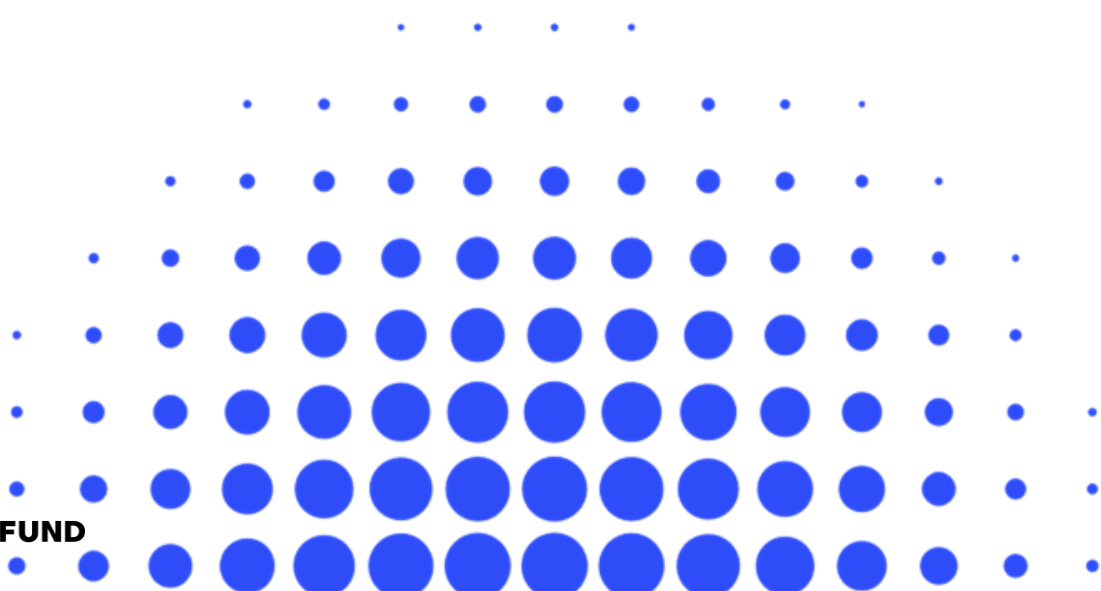
- To assess the contribution of community-based organizations (CBOs) and community-led organizations (CLOs) to grant performance; the challenges and success factors in strengthening CBOs/CLOs; and the CSS contribution to RSSH.

## Indicative evaluation questions:

- To what extent do community-based/community-led organizations (CBOs/CLOs) contribute to grant implementation and grant performance? How does their role in grant performance depend on different country contexts and enabling environments?
- What are the challenges and success factors in strengthening CBOs/CLOs?
- What is the role of the Global Fund in supporting CBOs/CLOs, including in service delivery and in advocacy?
- How does CSS contribute to RSSH, especially in the community-led approaches in relation to one health ecosystem?



# Annex



# Optimizing evaluation across major Funds

*Shared knowledge, plans, and action across global health initiatives can further improve and optimize evaluation.*

Perspective: Strengthening evaluation in Global Health Initiatives to achieve health equity: placing in-country research and technical institutions at the centre. *Bulletin of the World Health Organization* 2023 (forthcoming)

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- Collaboration among evaluation functions of 3 global health initiatives
  - The Global Fund
  - Gavi
  - Global Financing Facility of the World Bank
    - \**CEPI recently expressed interest in joining*
- Motivation: Reshaping organizational evaluation processes can enable TGF, Gavi, GFF to deliver better on our mandates and on the SDGs
- Problem: equity issues, often related to power imbalances among stakeholders from donor countries, versus those from countries benefitting from the funds impede the current practice of evaluation
- Solutions: Coordinated 4-point action plan to promote equitable partnership models (greater southern-led, South-South and triangular learning) in the independent evaluations we commission, by shifting power dynamics and strengthening the central role of in-country research and technical institutions.
  1. Analysis of barriers and bottlenecks
  2. Identification of best practices & vision setting
  3. Working together within and across organizations to shift operations, including tender & procurement processes;
  4. Strengthening partnerships with and cross-learning among local research and technical institutions, for market shaping

# Imbizo's multi-method approach relies on 4 components to collect independent country stakeholder feedback

