

Management Response

Evaluation Title	Independent Joint evaluation of the Global Action Plan for Healthy Lives and Well-being for All (SDG3 GAP)		
Commissioning Unit	WHO Evaluation Office ¹		
Link to the evaluation	who.int/about/evaluation/corporate-evaluations/joint-un-evaluations		
Evaluation Plan	WHO Evaluation Workplan for 2022-2023 (EB150/35)		
Unit Responsible for the management response	WHO/HQ/DGO/TIC		
Overall Management Response	Accepted		
When the SDG3 GAP was launched in 2019, signatory agencies set concrete milestones for success at the midway point of 2023 and agreed to critically assess midway achievements by commissioning a joint independent evaluation of the GAP. The 13 signatory agencies appreciate the independent evaluation, noting that it meets its main objective of assessing if signatory agencies, though the GAP, have strengthened their collaboration to i/ Engage with countries better to identify priorities and plan and implement together; ii/ Accelerate progress in countries through joint actions through our overarching commitment to advance gender equality and support the delivery of global public goods; iii/ Align, by harmonizing operational and financial strategies and policies in support of countries where this increases efficiency and reduces the burden on countries; and iv/ Account, by reviewing progress and learning together to enhance our shared accountability. With most health-related SDGs severely off-track post pandemic and health services further disrupted by current reductions in development assistance, there is a need to fundamentally reconsider global health policy. Several emerging agendas and strategies to reform global health priorities and architecture address how to better meet the needs and demands of countries and populations, including the conclusions of the Future of Global Health Initiatives Process, and signatory agencies’ own strategies. All signatory agencies remain fully committed to advancing health-related SDGs towards the 2030 Agenda and believe in the value of alignment and collaboration to support country-led plans. While the evaluation did find areas of improved collaborative work, notably around PHC and sustainable health financing, the bulk of the evidence emerging from the evaluation indicates that the SDG3 GAP framework is not viable going forward. The findings and recommendations of the evaluation will be used to inform a reconsideration of inter-agency collaboration, building on GAP experiences and lessons learned, to ensure added value and sustainability of new ways of collaborating. The signatory agencies have, in a consultative process, developed this joint management response with their approach to implement the recommendations.			
First Management Response Status	In Progress	Updated Management Response Status:	Implemented
First Management Response Date	15 May 2025	Updated Management Response Date:	31 August 2025
Overall update on the actions taken since May 2025	Signatory agencies approved a joint close-out plan.		

¹ As lead of an Evaluation Management Group with representatives from Evaluation Offices of the 13 signatory agencies to the SDG3 GAP: Gavi, the Vaccine Alliance (Gavi), The Global Financing facility (GFF), International Labour Organization (ILO), The Global Fund to fight AIDS, TB and Malaria, The Joint United Nations Programme on HIV/AIDS (UNAIDS), The United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), Unitaid, UN Women, World Bank (WBG), World Food Programme (WFP) and WHO.

	Signatory agencies developed and published a joint report (<i>“Accelerating progress towards health-related Sustainable Development Goals: Insights and recommendations from the Global Action Plan for Healthy Lives and Well-being for All 2019-2025”</i>) documenting key achievements and lessons learned from implementing the SDG3 GAP between 2019 and 2025. The SDG3 GAP website, hosted by WHO, has been updated to reflect current status and ensure accessibility of key documents.
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Recommendations and Action Plan

Recommendation A: Sunset/close-out (Pathway 4) the current GAP within a 6–12-month period Enacting sunset/close-out: A1/ GAP Signatory agencies – within the next 3-months, agencies conclude through consultation and state a shared consensus that sunset and close out of the current GAP framework is in the collective best interest. A2/ GAP Secretariat – based on the decision point of signatory agencies, Secretariat to develop a sunset and close-out 6-9-month action plan detailing key activities, reporting milestones and communications plan to wind down GAP working groups, engagement with country and regional focal points and partners. A3/ GAP focal points – coordinate through GAP Secretariat and existing GAP focal points in signatory agencies to develop joint communications to inform.	
Management response	Accepted While acknowledging the considerable efforts and investments made through the SDG3 GAP framework since 2019, the signatory agencies have reached consensus that the current framework and implementing modalities have not delivered as intended, that it cannot be sustained in either medium- or long-term, and that the broader contexts of the current global health landscape needs fundamentally new approaches. The signatory agencies therefore agree to accept ‘Recommendation A’, by closing the current framework as established in 2019 and retiring the SDG3 GAP ‘brand’. With this option, signatory agencies acknowledge the potential of collaborations and multi-sectoral engagements on the health-related SDGs that have developed and continue to develop outside of a SDG3 GAP context. They also note the full commitment of all signatory agencies to continue to strengthen this collaboration, also in the context of new emerging agendas. The agencies agree that by building on this strong joint commitment, working in sustainable collaborations rather than attempting to reconceptualize the SDG3 GAP framework, any reputational risk of retiring the SDG3 GAP ‘brand’ will be mitigated. Achievements and lessons learned from the SDG3 GAP can be used proactively going forward, and closing the current framework is a logical consequence of the joint commitment made in 2019 to critically assess the framework at the 2023 midway point. A number of signatory agencies find that elements from the current SDG3 GAP framework, such as selected accelerators and regional collaborations, could be continued as stand-alone initiatives, and will consider options to this end.
Status	Implemented

Key actions	Responsible Entity(ies)	Timeline	Status	Comments	Overall update on the actions taken since May 2025
A1/ State a shared consensus that sunset and close out of the current GAP framework is in the collective best interest.	Secretariat, agency focal points and agencies' principals	Q2 2025	Implemented	The current SDG3 GAP Secretariat will draft documents and communication products. The SDG3 GAP focal point group, consisting of senior representatives of the signatory agencies, will guide and validate this work. At the completion of this work, the group of agency principals will sign off on the stated consensus.	As per the approved close out plan, the signatory agencies agreed to document achievements and lessons learned through the development of a joint report. The report is available on WHO's website.
A2/ Develop a sunset and close-out 6-9-month action plan detailing key activities and reporting milestones.	Secretariat and agency focal points	Q3 2025	Implemented	The Secretariat will develop a close-out plan, with reporting milestones, focusing on documenting achievements and lessons learned from the five years of the SDG3 GAP, that more broadly could be used as evidence and recommendations to inform future discussions and initiatives in the global health ecosystem. The group of agency focal points will guide and validate this work. The Secretariat will also facilitate analyses and discussions on viability of existing elements and appetite of selected agencies to take this work forward.	A joint close-out plan was developed and approved by signatory agencies on 3 July 2025. Achievements and lessons learned were documented in the "Accelerating progress towards health-related Sustainable Development Goals: Insights and recommendations from the Global Action Plan for Healthy Lives and Well-being for All 2019-2025" report (published on 2 September 2025)
A3/ Develop joint communication.	Secretariat and agencies	Q3 2025	Implemented	Work to be undertaken in parallel with A1 and A2 and also involve signatory agencies' communication entities.	The SDG3 GAP WHO website has been updated to reflect the current status of the SDG3 GAP. The <i>"Accelerating progress towards health-related Sustainable Development Goals: Insights and recommendations from the Global Action Plan for Healthy Lives and Well-being for All 2019-2025"</i> and all key documents produced during the SDG3 GAP remain accessible on the WHO website.

Recommendation B: Development of a new framework, retaining selected elements (pathway 3) Development of a new framework: B1/ GAP Signatory agencies – within the next 3-months, agencies conclude through consultation and state a shared consensus regarding the development of a new framework, whilst retaining selected elements of the current GAP framework is in the collective best interest. B2/ GAP Signatory agencies – reconfigure the number and composition of signatory agencies, reducing the agencies involved and clearly establishing respective roles and responsibilities in the new framework’s development and implementation. B3/ GAP Signatory agencies – reconceptualize accountability to develop a strengthened accountability and results framework, with clear division of labour and commitment across agencies, to measure and report contribution and collaboration jointly through the new framework B4/ GAP Signatory agencies – reconceptualize and repurpose existing accelerators, focused on the PHC and SHF accelerators as ‘stand-alone’ initiatives B5/ GAP Signatory agencies – redevelop and replenish collaborative catalytic funding – for example, consider catalytic funding from pooled resources	
Management response	Not Accepted See justification under ‘Recommendation A’
Status	Not applicable

For further information about the evaluation, please contact the WHO Evaluation Office: evaluation@who.int

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