

**SUBJECT:** APPROVAL OF SELECTED TARGETS FOR 2016-2020 STRATEGIC INDICATORS

**Agenda item:** 09

**Category:** For Decision

### **Section A: Introduction**

- In order to enable better monitoring of the Alliance's performance against its strategic goals, changes to specific strategic indicators and related targets were approved at the June 2018 Board. At that time, targets for three indicators were still to be confirmed: S2.1 effective vaccine management, S2.5 civil society engagement and S3.4 institutional capacity.
- The proposed targets for these three strategic indicators were presented to the PPC in October 2018. The PPC was supportive of the targets for the effective vaccine management and institutional capacity indicators, and recommended these for approval by the Board.
- At the PPC meeting, the CSO constituency raised concerns in relation to the civil society engagement indicator, and it was agreed that the methodology for the civil society engagement indicator would be updated to include all 68 Gavi-supported countries in the denominator (rather than just those countries for which a programme capacity assessment (PCA) has been completed). This means that for countries where no PCA will be conducted the value to be included would be zero and, therefore, the revised methodology would make it unlikely that a 2020 target of 63% would be achieved. At its meeting, the PPC did not have the opportunity to discuss these implications in detail and for this reason the Secretariat, in consultation with the CSO constituency, considered it important for the Board to have an alternative option for this indicator's 2020 target.
- This paper presents an overview of the proposed targets for these three strategy indicators (including two options for the CSO indicator). Annex A to this document provides a more detailed description of the methodology that informed the target-setting as well as the full indicator definitions. Annex B provides the same description of the methodology with an alternative option for the CSO indicator's 2020 target as described in this paper.

### **Section B: Proposed targets for three 2016-2020 Strategy Indicators**

- 1.1 **S2.1 – Effective vaccine management (EVM):** The proposed 2020 target for this indicator is 72%. The target represents an increase from the 2015 baseline (67%), and has been developed based on country-level projections informed by historical EVM assessment values. The proposed target,

methodology and assumptions have been agreed by the members of the Immunisation Supply Chain Strategy Tracking Sub-Committee.

1.2 **S2.5 – Civil society engagement:** The PPC recommended target and methodology, and an alternative target, are presented to the Board for consideration.

- a) The 2020 target recommended by the PPC for this indicator is 63% (presented in Annex A). This target was based on the existing indicator definition which only included countries for which a PCA had been conducted. The target was developed based on country-level reviews by Secretariat focal points to assess and predict the level of civil society engagement. This assessment was informed by qualitative knowledge of country context, country multi-year plans and Gavi investments through health systems strengthening grants. This target represents 29 countries meeting all three of the criteria for civil society engagement, out of 46 countries anticipated to have a PCA completed in the period to 2020.

During the PPC meeting in October 2018, the PPC endorsed a change to the indicator calculation methodology recommended by the CSO constituency. Therefore, the PPC agreed that the indicator calculation would include all 68 Gavi-supported countries in the denominator (rather than just those for which a PCA had been completed). This adjustment means that the updated calculation for 2017 is 18% (compared to 57% on the methodology based only on PCAs conducted). The PPC did not have the opportunity to discuss in detail the implications of this change in methodology for the target and the recommended target remained at 63%. Achievement of this 2020 target would be unlikely as it would require that 43, out of the 46 countries that will undergo a PCA by 2020, meet all three criteria for civil society engagement.

- b) In view of the implications set out in (a) above, the Secretariat consulted with the CSO constituency and in this paper also presents an alternative option as set out in Annex B. It is suggested to adapt the 2020 target to the new calculation methodology to make the target still ambitious yet achievable. With the new methodology, keeping the same ambition to reach 29 countries meeting all three of the criteria for civil society engagement by 2020, the target would be 43%.

1.3 **S3.4 – Institutional capacity:** The proposed 2020 target for this indicator is 2.7 out of 4.0.<sup>1</sup> The target represents an increase from the 2017 baseline, which is 2.4 out of 4.0 (a 2015 baseline was not set). The proposed target was developed based on a country-by-country qualitative assessment of institutional capacity, combined with consideration of Gavi's investments in institutional capacity for each country, as well as assumptions on progress based on specific country contexts. The proposed target, methodology and

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<sup>1</sup> Results for this indicator are reported on a Likert-type scale ranging from 1.0 (least performing) to 4.0 (best performing).

assumptions have been agreed by the members of the Alliance Leadership, Management and Coordination (LMC) working group.

### **Section C: Actions requested of the Board**

The Gavi Alliance Board is invited to consider the options below and, if it deems appropriate:

PPC recommended option

- a) **Approve** targets for 2020 for three 2016-2020 Strategy Indicators: S2.1- Effective Vaccine Management, S2.5- Civil Society Engagement, S3.4- Institutional Capacity as set out in Section 2 of Annex A to Doc 09.

Alternative option

- b) **Approve** targets for 2020 for three 2016-2020 Strategy Indicators: S2.1- Effective Vaccine Management, S2.5- Civil Society Engagement, S3.4- Institutional Capacity as set out in Section 2 of Annex B to Doc 09.

### **Annexes**

**Annex A:** Proposed updates to targets for 2016-2020 Strategic Indicators as recommended by the PPC

**Annex B:** Proposed updates to targets for 2016-2020 Strategic Indicators with alternative CSO indicator target