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**Subject**                      **Evaluation Advisory Committee Chair Report**

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**Category**                  **For Information**

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## **Section A: Introduction**

- This report provides the Board with an overview of the activities of the Evaluation Advisory Committee (EAC) since the Committee Chair last reported to the Board on 25 July 2025.
- The EAC held an in-person meeting on 17-18 September 2025. The EAC provided formal guidance on the Gavi 5.1 evaluation workplan, the draft 6.0 evaluation workplan (2026-2030) and the Evaluation Function Review process and collaboration with the Global Fund.
- In relation to the Gavi 5.1 evaluation workplan (see Annex A), findings from two recent centrally managed evaluations, zero-dose (ZD) Evaluation Phase 2 and COVAX Evaluation Phase 2, both rated by the EAC as “fully meeting or exceeding Gavi quality standards”, are being actively used and disseminated.
  - ZD Evaluation Phase 2: The Evaluation Management Response (EMR) has been finalised and was published alongside the report in August 2025. Findings have informed Alliance Partners and Performance Team (APPT) discussions and guided Gavi 6.0 design, including funding architecture reform, Health Systems Strategy (HSS), Partners’ Engagement Framework (PEF) refinement, Fragile and Humanitarian (F&H) approach, and integration of ZD indicators into performance frameworks. In addition to the March 2025 dissemination event, follow-up efforts have included an internal promotional video, an American Evaluation Association (AEA) blog post, a Gavi VaccinesWork article, an abstract submission to the UK Evaluation Society (UKES) 2026 conference, and a forthcoming manuscript on methodological, operational and strategic lessons.
  - COVAX Phase 2 (Joint Evaluation): The Evaluation Management Response (EMR) is being finalised and will soon be published alongside the report on Gavi’s website. Findings have been used in WHO Interim Medical Countermeasures Network (i-MCM-Net) meetings, lectures at the London School of Economics (LSE), and Gavi 6.0 operationalisation, including Pandemic Prevention, Preparedness and Response (PPPR), Global Health Security, Partners’ Engagement Framework (PEF) refinement, and informing the WHO Pandemic Agreement and ongoing i-MCM-Network. In addition to the forthcoming publication of the report on Gavi’s website, dissemination efforts include a country-level learning event in April 2025 and two manuscripts on lessons from the joint evaluation process to inform future evaluations, and cross-country

insights into factors affecting COVID-19 vaccine delivery via COVAX for pandemic preparedness.

- Gavi's Annual Evaluation Report (AER) for 2025 is being prepared for publication on Gavi's website in March 2026. From Gavi 6.0 onwards, subsequent annual reports will evolve into broader Measurement, Evaluation and Learning (MEL) reports, incorporating the former AER.
- The EAC reviewed and provided guidance on the draft Gavi 6.0 evaluation workplan and formally delegated authority to the EAC Chair to approve the final version, taking into consideration inputs from the EAC at this meeting and from subsequent consultations with the Programme and Policy Committee (PPC) planned in October 2025. Overall, the EAC is comfortable with the Evaluation Work Plan for Gavi 6.0 as presented on the understanding that: a) There is significant uncertainty and elements of the workplan may need to be adapted; b) The evaluation topics are critical for evidence generation for Gavi 6.0; c) The workplan also reflects the re-calibration of Gavi 6.0 and d) There is further consideration of implementation timelines and co-ordination across MEL activities to ensure optimal delivery of evidence and its utility.
  - The multi-year evaluation workplan for Gavi 6.0 has been updated based on inputs from the EAC, Senior Leadership Team (SLT) and PPC and calibrated to align with Gavi's broader 6.0 strategy and operational shifts. The workplan now clusters evaluations into four key areas: (i) Gavi 5.1 programmes; (ii) programmatic shifts under 6.0; (iii) Grant Management Reform (GMR), including changes to the funding model and grant management processes (previously the strategy evaluation); and (iv) the African Vaccine Manufacturing Accelerator (AVMA) evaluability assessment. In addition, a cross-cutting evaluability assessment is now clearly reflected in the multi-year workplan.
  - In accordance with EAC guidance a) – d) on the Gavi 6.0 workplan provided above, one centrally supported evaluation of ZIP was removed from the workplan with approval from Gavi's CEO and EAC Chair. Gavi will no longer have staff in place in the Fragile and Conflict Countries team to support this process and the proposed methods would be challenging to implement within the timeframe required for optimal use of the evidence and present a high cost and high risk to deliver.
- In relation to the Evaluation Function Review (EFR), the EAC Chair updated the Board in July that an updated Evaluation Policy was being developed to reflect the recommendations and agreed actions from the EFR. Pending guidance from the Governance Committee, it was anticipated that the Board would approve a revised Evaluation Policy at its 3 – 4 December 2025 meeting potentially enhancing structural engagement with the PPC so that it would : i) provide oversight and recommend the revised Evaluation Policy; and ii) review and approve the Gavi 6.0 evaluation workplan. However, due to shifts in the global health funding ecosystem and a broad consensus on the need for global health institutions to adapt and drive greater impact, efficiencies and

effectiveness through collaboration and the establishment of the Gavi-Global Fund Task Force on this topic, further reflection is required to ensure Gavi's evaluation function is fit-for-purpose for Gavi 6.0. As a result, proposed changes to the role of the PPC to approve the workplan and recommend the updated Evaluation Policy for approval by the Board have been temporarily paused and the EAC will continue under its current Terms of Reference during this period. The pathway forward will be shared in coming months and aligned to the timelines for the Gavi-Global Fund Task Force activities when options for enhanced collaboration activities have been developed.

- At the 17–18 September 2025 EAC meeting, the committee advised clarifying the vision for Gavi-Global Fund collaboration to ensure value-add and efficiencies, keeping country priorities central to strengthen Measurement, Evaluation and Learning (MEL) systems, aligning evaluation efforts with other partnership areas, and requesting the Task Force to define short-, medium- and long-term actions and domains of collaboration, consulting both the EAC and the Evaluation Function. The PPC was informed at the 29 – 30 October meeting that these reflections from the EAC and the findings and recommendations from the EFR and MOPAN assessment will be provided to the Task Force as an input to the design process.
- The EAC Chair, approved the Gavi 6.0 evaluation workplan in November 2025 (Annex A).
- The EAC Chair's Report is attached in the form of a presentation as Annex A.
- The EAC Meeting Guidance and Review of Decisions from the 17-18 September 2025 EAC meeting are attached as Annex B and Annex C, respectively.
- The next EAC Meeting is scheduled for 18-19 March 2026.

## **Annexes**

**Annex A:** EAC Chair Report

**Annex B:** EAC Meeting Guidance, 17-18 September 2025

**Annex C:** EAC Review of Decisions, 17-18 September 2025

# EVALUATION ADVISORY COMMITTEE CHAIR REPORT

BOARD MEETING

James Hargreaves

3-4 December 2025, Geneva, Switzerland

# Overarching issues and guidance

- Gavi 5.1 Evaluation Workplan update and use
- Update on the development of the Gavi 6.0 Evaluation Workplan
- Update on pausing the Evaluation Function reform process and collaboration with the Global Fund

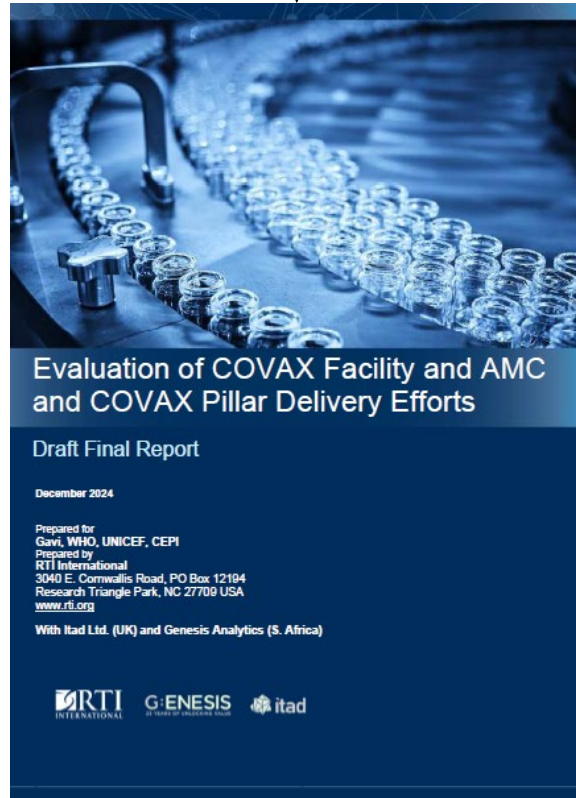
# Gavi 5.1 centralised evaluations - Update

Centralised Evaluation	Progress Update / Dissemination
Evaluation of Gavi's contribution to reaching zero-dose children and missed communities, Phase II	<ul style="list-style-type: none"> <li>• <u>Published</u> on Gavi's external website:               <ul style="list-style-type: none"> <li>• <a href="#">Final Evaluation Report</a></li> <li>• <a href="#">Evaluation Management Response (EMR)</a></li> <li>• <a href="#">EAC Quality Assurance (QA) assessment</a>: “fully meets or exceeds expectations”.</li> </ul> </li> </ul>
Joint COVAX Evaluation (COVAX Facility and COVAX AMC and Joint Delivery Efforts), Phase II	<ul style="list-style-type: none"> <li>• <u>Soon to be published</u> on Gavi's external website:               <ul style="list-style-type: none"> <li>• Final Evaluation Report</li> <li>• Evaluation Management Response (EMR) (process near completion)</li> <li>• EAC Quality Assurance (QA) assessment: “fully meets or exceeds expectations”.</li> </ul> </li> </ul>
Evaluability assessment of the African Vaccine Manufacturing Accelerator (AVMA)	<ul style="list-style-type: none"> <li>• RFQ launch in Q3 2025. Evaluability assessment paused till Q1 2026 given shifts following recalibration exercise.</li> </ul>
Evaluation of the Big Catch-up	<ul style="list-style-type: none"> <li>• RFP launch in Q4 2025. Contract signature planned for January 2026.</li> <li>• Final results expected in mid to late 2026, depending on timing of completion of BCU activities in targeted countries</li> </ul>

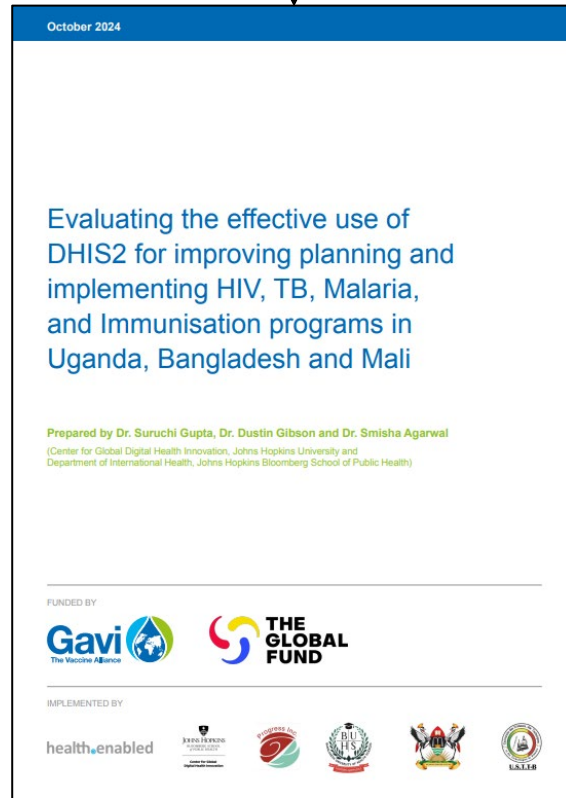
# Evaluation reports on Gavi's external website

Annex A

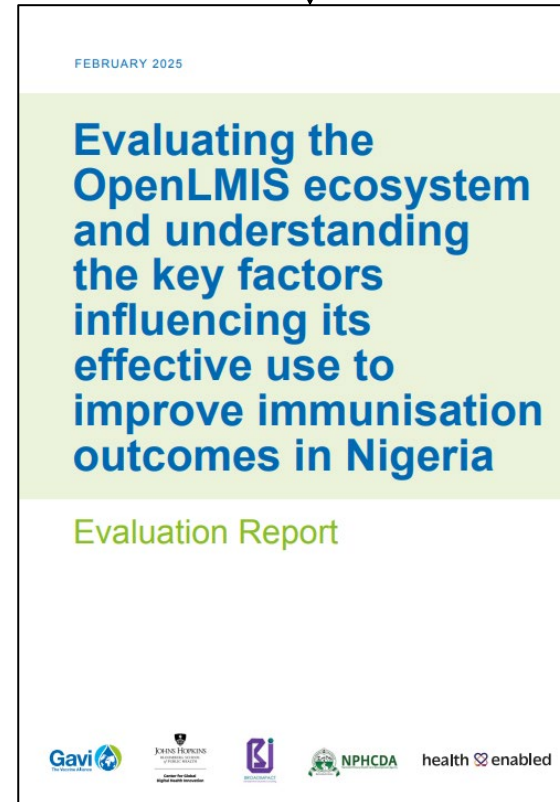
Soon to be available on Gavi's website



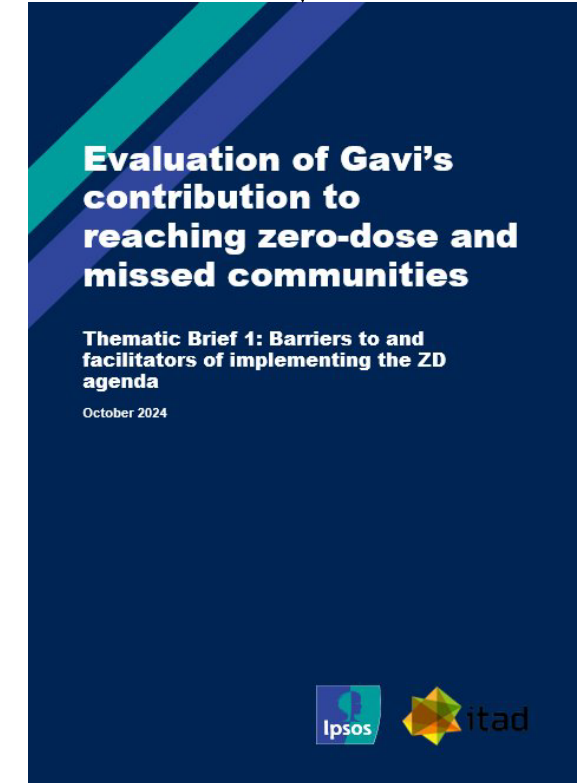
**COVAX Phase 2  
Joint Evaluation**



**Decentralised evaluations on Digital  
Health Information (DHI)**



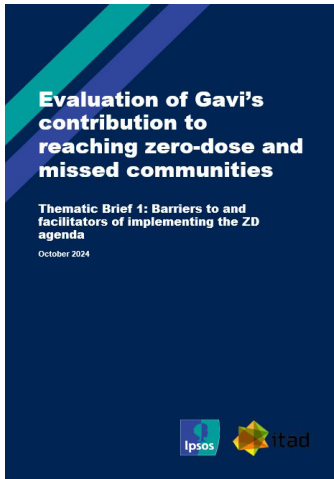
Now available



**ZD Evaluation  
Phase 2**

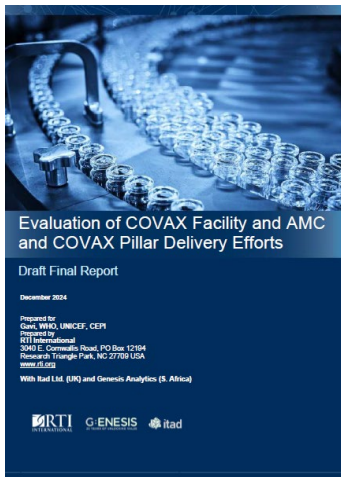


# Use of evaluation evidence



Informed

- APPT discussions on HSIS/Zero-Dose/Partnership (March 2025).
- Gavi 6.0 design and operationalisation, including:
  - Funding architecture reform
  - Health Systems Strategy (HSS)
  - Refinement of Gavi's Partners' Engagement Framework (PEF)
  - Fragile & Humanitarian (F&H) Approach
  - Integration of zero-dose indicators and results tracking into core performance frameworks.




Informed

- WHO Interim Medical Countermeasures Network (i-MCM-Net) meetings
- Lectures on global health at the London School of Economics (LSE) (Sept 2025)
- Gavi 6.0 operationalisation, including:
  - Pandemic Prevention Preparedness and Response
  - Global Health Security
  - Refinement of Gavi's Partners' Engagement Framework (PEF)
- Continues to inform the recent adoption of the WHO Pandemic Agreement by the World Health Assembly and ongoing work of the WHO i-MCM-Net



# Draft 6.0 costed evaluation workplan (developed through 2025 with input from the EAC & PPC)

Annex A

	Evaluations	Proposed year evaluation is delivered (& key use case)	Indicative Budget
<b>A</b> Continued programmes from 5.1	1. Vaccine Delivery Platforms: Malaria 2. Big Catch-Up (commissioning underway) 3. Gavi 5.0's board-approved Private Sector and Innovation strategy (commissioning in 2025)	2027 (6.0 course-correction & 7.0 design) 2026 (6.0 course-correction & 7.0 design)  2026 (6.0 course-correction & 7.0 design)	500K 500K  300-400K
<b>B</b> Programmatic shifts in 6.0	4. Approach to Fragile and Humanitarian Settings 6.0	2029 (7.0 operationalisation)	0.5-1m
<b>C</b> GMR: shifts to funding model and grant management processes	5. Gavi 6.0 shifts to: a) <u>funding model</u> (country vaccine budgets, VPOP, campaigns, ELTRACO, <b>HSS shifts to funding levers</b> ) and b) <u>grant management processes</u> (grant cycle alignment, simplification e.g. single application, <b>differentiated approach to grant design</b> , partnership approach inc. collaboration under Lusaka Agenda) (Two phases)	Phase 1: 2027 (Mid-Term Review, 7.0 design) Phase 2: 2029 (7.0 operationalisation)	2-3.5m
<b>D</b> AVMA	6. Evaluability Assessment of the African Vaccine Manufacturing Accelerator (AVMA)	2026 (AVMA MEL Framework and endline evaluation)	100k
			

\*This evaluation is **Centrally supported** i.e. evaluation managed by other Secretariat teams, with support from the Evaluation Unit. All other evaluations on this workplan are **centrally managed** i.e. evaluations managed by the Evaluation Unit ,

# Evaluation Function reform process

Annex A

- **EFR Updates:** May PPC and July Board discussed PPC's potential role in recommending a revised Evaluation Policy and approving the Gavi 6.0 evaluation workplan. Policy approval by Board was planned for Dec 2025.
- **Pause on Changes to Evaluation Function:** Global funding shifts and the new Gavi–Global Fund Task Force require further reflection; PPC role changes paused. EAC continues under current Terms of Reference.
- **EAC Advice (Sept 2025):** Clarify collaboration vision, keep country priorities central, align evaluations with partnerships, and request Task Force to define short-, medium-, and long-term actions, consulting both the EAC and the Evaluation Function.
- **Next Steps:** PPC informed (Oct 2025) that EAC input, EFR findings, and MOPAN assessment will shape Task Force design. Final pathway to follow once timelines and options are clear.

# Thank you

# Gavi 5.1 Revised Centralised Evaluation Workplan

Annex A

Evaluations	Supplier	Budget	2021	2022	2023	2024	2025
Centralised evaluations of high strategic value to the Board to be commissioned in Gavi 5.1							
Evaluation of Gavi's initial response to COVID-19	Euro Health Group	US\$ 594,000					
COVAX Facility and COVAX AMC formative and baseline study	ITAD	US\$ 1,080,000					
Mid-term evaluation of Gavi's 2021-2025 Strategy	Euro Health Group	US\$ 921,000					
Evaluation of Gavi's contribution to reaching Zero-Dose (ZD) children and missed communities	IPSOS	US\$ 1,558,108			Phase 1	Phase 2	Phase 3 cancelled Zero-Dose on Gavi 6.0 Evaluation Workplan
Evaluation of the operationalisation of Gavi's strategy through Gavi's policies, programmatic guidance, and use of funding levers	Euro Health Group	US\$ 569,000					
COVAX Facility and COVAX AMC, Phase II	Research Triangle Institute	US\$ 1,339,873					
Sustainability/post-transition			Moved to Gavi 6.0 Evaluation Workplan				
African Vaccine Manufacturing Accelerator (AVMA) - Evaluability assessment of endline evaluation	TBD	TBD					
Evaluation of the Big Catch-Up	TBD	TBD					
			Evaluation commissioning period				
			Evaluation implementation and delivery period				

# Progress update – decentralised evaluations

Annex A

Decentralised Evaluation	Team	Timeline
eLMIS Evaluation in Nigeria	HSIS	Completed
Evaluation of Gavi's CSO Host Platform (Amref)	PPE	Completed
Design, Implementation, Monitoring, Evaluation and Learning of Country Specific DSI (Conditional Cash or Non-Cash Transfers) for Increasing Demand for Vaccinations, Increasing Coverage and Reducing the Number of ZD Children	IF&S	End: Q4 2025
Development, Implementation, Monitoring and Evaluation of a National and/or Subnational Advocacy Strategy for Increased PHC and Immunisation Financing	IF&S	End: Q4 2025
DHI Roadmap Assessments (costed DHI roadmap studies)	HSIS	End: Q4 2025
Afghanistan Unconditional Cash Transfers Plus Programme Evaluation	IF&S	End: Q4 2025
Evaluation of the Clinton Health Access Initiative (CHAI) Collaborative Learning Strategic Focus Area (SFA)	IF&S	End: Q4 2025
Evaluation of the Niger Direct Financing Facility	IF&S	End: Q4 2025
Evaluation of the Djibouti Direct Facility Financing (DFF) and Performance-Based Financing (PBF)	IF&S	End: Q4 2025
CCEOP Delinking Evaluation	HSIS	End: Q4 2025
Delivery Cascade and the New Role of the Office of the CEO	MEL	End: Q4 2025
Evaluation of HFSE-CCEOP Learning Agenda	HSIS	Q1-Q4 2026
Evaluation of the Gavi 5.0 Private Sector and Innovation Strategy	PSP&I	Q1-Q4 2026

# EAC GUIDANCE

EVALUATION ADVISORY COMMITTEE MEETING  
17-18 September 2025, Geneva, Switzerland



# Item 4 – Gavi 5.1 Evaluation Workplan Update (1/3)<sup>Annex B</sup>

The Gavi Alliance Evaluation Advisory Committee provided the following formal **guidance**:

1. To inform **potential future joint evaluations** based on the lessons learned from the COVAX evaluation:
  - a) Joint evaluations are most appropriate where the initiative is a joint collaboration, and careful consideration should be given to when joint evaluation draws upon comparative advantage and adds value.
  - b) Establish governance structure and coordination processes at the beginning to facilitate smooth collaboration and build adequate time for inception phases and balance inclusivity among partners with methodological rigor.
  - c) Designate a lead commissioning agency and align all Terms of Reference and procurement tools with the joint needs identified.
  - d) Ensure that the evaluation scope is in line with available resources and manage expectations regarding the scope, depth, and trade-offs in utility, including reaching an early agreement on the framing and intended use of recommendations, with actionable outputs for each agency.
  - e) Create structured focal point systems within agencies and with governments.

# Item 4 – Gavi 5.1 Evaluation Workplan Update (2/3) <sup>Annex B</sup>

- f) Engage regional and/or country partners early and use clear protocols and timelines for selecting Country Case Studies (CCS), including how outputs will be utilised.
- g) Identify the purpose, target audience, and ownership of dissemination products early on.
- h) Differentiate between global and country-level recommendations.

## 2. On **evaluability**:

- a) Notes the importance of conducting evaluability assessments across the evaluation portfolio and updated prior to issuing the RFP or as part of the inception phase.
- b) Notes the potential value of MEL focal points connected to relevant stakeholders to help identify relevant indicators, map decision-making events, and ensure evaluations are closely aligned with strategic priorities.
- c) Advises that evaluability assessments should assess: the availability, quality, and timeliness of relevant data and the ability to access relevant stakeholders for interviews, sense-making, and validation - in sight of understanding of the progress of strategy implementation.
- d) Advises consideration of the potential for conflict of interest in supplier teams commissioned to undertake evaluability assessments who may later compete for evaluation tenders, and advises that evaluability assessments are subject to appropriate scrutiny and quality assurance mechanisms.

# Item 4 – Gavi 5.1 Evaluation Workplan Update (3/3) <sup>Annex B</sup>

## 3. **Recommendations** should be:

- Based on critical analysis of the conclusions (e.g. triangulating different information, implications, etc), supported by the findings
- Co-created by evaluators and relevant stakeholders, be realistic/feasible, and consistent with the Gavi strategy.
- Based on guidance provided by the CET, capturing key principles on the number and nature of recommendations.

## 4. The **Evaluation Management Response** (EMR), which is due within 60 days, should be comprehensive and responsive to each recommendation (but does not necessarily need to be written up point by point). It should include a forward-looking plan of action and/or actions to be developed with timelines.

# Item 5 – Gavi 6.0 Evaluation Workplan Update

The Gavi Alliance Evaluation Advisory Committee provided the following formal **guidance**:

1. EAC is comfortable with the Evaluation Work Plan for Gavi 6.0 as presented on the understanding that:
  - a) There is significant uncertainty and elements of the workplan may need to be adapted;
  - b) The evaluation topics are critical for evidence generation for Gavi 6.0;
  - c) The workplan also reflects the re-calibration of Gavi 6.0;
  - d) Further consideration of implementation timelines and co-ordination across MEL activities to ensure optimal delivery of evidence and its utility.
2. The EAC seeks further PPC guidance on the draft workplan on topics and their prioritisation, and its support for implementation and use of findings.

# Item 6 – Ways of working

The Gavi Alliance Evaluation Advisory Committee provided the following formal **guidance**:

In relation to the Evaluation Function Review (EFR), and the pausing of the Evaluation Function reform process for Gavi 6.0, the EAC:

- a) Commends the Secretariat on the work undertaken to date in response to the EFR and subsequent EAC guidance including developing the evaluation function as a component of the broader MEL system and strengthening links with PPC.
- b) In relation to Collaboration on Evaluation with the Global Fund to Fight AIDS, Tuberculosis and Malaria and other organisations, the EAC:
  - Advises the need for clarification of the intended vision for success of the collaboration, with a focus on adding value as well as efficiencies;
  - Advises that country priorities remain an essential goal of this process, with a view to strengthening country MEL systems for the benefit of both countries and global partners;
  - Notes that the value add of collaboration on Evaluation will be linked to the development of other areas of collaboration;
  - Suggests the Task Force supplier consider short-, medium- and longer-term actions, domains of collaboration and consult with the Evaluation Advisory Committee and Evaluation Function as part of this process.

# Thank you



# REVIEW OF DECISIONS

EVALUATION ADVISORY COMMITTEE MEETING  
17-18 September 2025, Geneva, Switzerland

# Item 5 – Gavi 6.0 Evaluation Workplan Update

In accordance with Section 3 of the Terms of Reference of the Gavi Alliance Evaluation Advisory Committee (EAC), the Evaluation Advisory Committee (EAC) **delegated** to the EAC Chair the authority to approve Gavi's multi-year evaluation workplan for Gavi 6.0, taking into consideration inputs from the EAC at this meeting and from subsequent consultations with the Programme and Policy Committee (PPC) planned in October 2025.

# Thank you