

Annex C: Gavi Leap Master Dashboard Indicators

1. Introduction

The Gavi Leap Master Dashboard (GLMD) Indicators are the key set of ‘operationally focused’ (inputs, implementation, outputs) indicators from the Gavi 6.0 Execution Framework which will help Gavi monitor whether it is on the right path to achieve the Gavi 6.0 strategy targets. These indicators are tied to key Gavi Leap and strategic interventions and have either Secretariat, partner or country accountability. These indicators are a sub-set of the broader Gavi 6.0 Execution Framework, which is the full set of all indicators monitored by Gavi Alliance for the new strategy period. The indicators in the GLMD will provide more timely information on progress arising from actions taken by the Secretariat, partners or countries, while the Gavi 6.0 Measurement Framework indicators reflect longer-term programmatic results and the impact of Alliance efforts. Most partner indicators have been brought in from the Partner Accountability Framework (PAF), and similarly Country Indicators often reflect indicators aligned with the Grant Accountability Frameworks (GAF) where relevant, these indicators are noted as PAF or GAF in the list below.

The draft list of indicators may evolve as indicators are operationalised and any further feedback is received from the Alliance. Calculation methodologies, data sources, reporting frequencies and targets are currently being defined. It is also expected that some indicators may evolve as Gavi moves through the Strategy and Grant lifecycles. Some indicators will be monitored throughout the full strategic period and others at specific phases of grant cycle. For example, in first 1-2 years of the strategy programme design and grant application related indicators will be monitored, whereas from 2028 onward grant implementation and programme results related indicators will be monitored.

An interactive dashboard allowing for deep dives and trends of results is currently under development to display GLMD indicators. As mentioned in Annex A, key contextual factors that impact programmatic assumptions (e.g. country demand for Gavi supported vaccines, fragility & conflict, and health expenditure) will be transparently tracked and shared alongside the Gavi Leap Master Dashboard. Results of the Gavi Leap Master Dashboard indicators will be shared regularly with leadership and governance committees (replacing Gavi 5.0 Balanced Scorecard) and reporting to the committees and Board an initial set these indicators will occur in the Fall 2026 governance cycle.

2. Gavi Leap Master Dashboard Draft Indicator List

Gavi Leap Pilar 1: Putting Countries first		
Sub-Area	Indicators	Accountability
Grant Management	% of countries applying for holistic application through GMS	Secretariat
	% of countries funded through a consolidated grant	Secretariat
	Application processing time (defined from kick-off to first disbursement) a) Time period from kick-off to compliant application submission b) Time from compliant application submission to IRC decision ensured c) Time from IRC recommendation to issues resolution (go-group sign off) ensured d) Time from issue resolution to decision letter ensured e) Time from decision letter to first disbursement	Secretariat
	Beneficiary satisfaction: a) quality of support provided and ease of application process b) timely receipt of disbursements and doses	Secretariat
	Disbursement vs. Forecast broken down by categories (Vaccine, Cash, Partners)	Secretariat
	Timely completion of grant performance management reviews	Secretariat
	% Overdue programme audit recommendations	Country
	Average number months' worth of Gavi disbursed cash available/cash balance in country (3-6 months) (GAF)	Country
	Timely and complete reporting of performance (country)	Country
	% of routine programme performance reviews that occur per schedule as indicated in country application (GAF)	Country
	% grant utilisation vs. budget (GAF)	Country
	% of applications approved by the IRC upon first review	Partner
	Timely and complete reporting of grant performance (partner)	Partner
	Cash utilisation vs. disbursement (Partner grant funding)	Partner
SG1.a. Strengthen countries' prioritisation and optimisation of vaccine programmes,	% Gavi funded countries that are receiving Secretariat guidance to undertake VPOP process [guidance: Secretariat has provided information on CVB and VPOP processes and support mechanisms, and engaged in discussions on country needs and options for optimisation]	Secretariat
	% of anticipated switches for key antigens (PCV, HPV) underway among priority countries	Secretariat

appropriate to their context	Placeholder – CVB indicator	Secretariat
	Number of Gavi funded countries that have conducted a portfolio prioritisation exercise	Country
	% of Applications demonstrating uptake of Gavi strategic priorities on VPOP	Country
	% priority countries that have switched to lower priced products/schedules for key antigens	Country
	% countries that received support to develop their NIS and/or Gavi holistic applications to address VPOP (PAF)	Partner
	Country owned NIS and/or Gavi Application informed by appropriate analyses and data (including VPOP)(PAF)	Partner
SG1.b. Support countries to introduce and scale up vaccines for prevention of endemic, epidemic and pandemic diseases including beyond infancy	# of Vaccine Launches (introductions & campaigns) vs. workplan	Secretariat
	% of campaigns implemented at time of recommended campaign for M-MR	Secretariat
	Number and % of campaigns that are partially or fully integrated	Secretariat
	Campaign coverage achieved (GAF)	Country
	% of countries with campaign effectiveness and quality criteria met	Country
	Number/percentage of campaigns providing RI antigens to catch up missed children	Country
	Campaigns with post-campaign review submitted within 3 months of the end of the campaign in the last 6 months (PAF)	Partner
	Number/percentage of countries doing Rapid Convenience Monitoring during their campaign	Partner
	Placeholder: Malaria vaccine indicators (results and joint planning)	Secretariat, Country, Partners
SG1.c. Ensure equitable and timely access to mechanisms to respond to outbreaks, epidemics, and pandemics	Placeholder: Inactive Polio Vaccine indicator (operationalization)	Secretariat
	Stockpile level compared against procurement forecasts/ICG recommendation	Secretariat
	# business days from notice of outbreak to informed decision taken	Secretariat
	# business days from decision to disbursement for outbreak response	Secretariat
	Percentage of Gavi Resilience Mechanism approved requests containing a RCA or AAR in the budget (Measles and other relevant)	Secretariat
	Time from outbreak confirmation to submission of ICG (or other mechanism), time from case onset to lab confirmation to submission is not considered (GAF)	Country

	Time from application to ICG or relevant mechanism to start of campaign. (PAF) (GAF)	Partner
	% of supported outbreaks that provide outbreak response vaccination uptake/campaign reporting per WHO normative guidance and standards (established threshold within 90 days of campaign closure) (PAF)	Partner
	% of supported measles outbreaks that provide technical reports per WHO normative guidance (technical reports to be submitted within 60 days of campaign close) (PAF)	Partner
SG2: Strengthen health systems to increase equity in immunisation	% of funding allocated to key flagship interventions or objectives, such as reaching zero-dose children and missed communities and addressing gender-related barriers to immunisation, at beginning of grant and during reallocations	Secretariat
	% of Consolidated Cash Grant Applications adhering to CSO, CCE and MR guardrails	Secretariat
	% requests for reprogramming or reallocation in existing grants or new requests as FED that are processed to disbursement in < 45 days	Secretariat
	% of Gavi Eligible Countries with humanitarian need with Gavi established CSO or humanitarian grants for delivery	Secretariat
	# of countries where Gavi's forecasting accuracy in relation to consumption is between 80-120%	Secretariat
	% Vaccine shipments vs. Forecast/approvals	Secretariat
	% of countries on track to reach zero dose target (GAF)	Country
	% HF offering RI as part of integrated package of health services or integrated campaigns (GAF – tailored indicators)	Country
	DTP3 coverage in bottom districts	Country
	% Gavi grant-supported districts conducting mobile delivery (GAF – tailored indicator)	Country
	% Gavi funded Fragile countries with policy in place allowing catch-up vaccination to age 5	Country
	Stockout rate of DTP and MCV at district level (GAF)	Country
	Implementation monitoring – zero dose and under-immunized activities status - country activities (GAF)	Country
	Implementation monitoring ZD and under-immunized activities status - partner activities (GAF)	Partner
	Evidence of context-specific micro-planning integrated with routine immunisation, polio and non-polio SIAs and other essential primary care interventions (PAF)	Partner

	Number of functionality criteria met by the coordination mechanism (select all that apply) (PAF)	Partner
	Health/Immunisation coordination mechanism [functional] in the last six months (PAF)	Partner
	Average lead time from stock out event to issue escalation on monthly basis (PAF)	Partner
	Placeholder: Doses delivered vs. plan (e.g. On-time in full delivery of doses)	Partner
	% of HMIS data strengthening activities conducted vs planned (PAF)	Partner
	% of coverage surveys and facility assessments that follow WHO guidance, have their results analyzed, and are used to inform programming (PAF)	Partner
SG3. Improve programmatic and financial sustainability of immunisation programmes	# of countries using NIS or other national strategy to complete application for Gavi support	Secretariat
	# of countries rolling out MDB (multilateral development bank) initiative	Secretariat
	% or # of countries with costed NIS	Country
	# countries investing jointly through an MDB	Country
	% of countries partially or fully fulfilling (progressing on) co-financing in current year, focus on Accelerated Transition countries (GAF)	Country
	Gavi cash grants flowing through government systems	Country
	Placeholder: other sources of financing for Gavi vaccine programmes (e.g. share of domestic resources being mobilised)	Country
	Placeholder: indicator on successful transition (e.g. # of programmes already introduced being dropped by Accelerated Transition and Former Gavi Countries)	Country
	% of completed country-specific advocacy and immunisation financing TA outputs, which are designed to follow a credible pathway toward sustainable immunisation financing outcomes, as validated by stakeholders or documentation shared with Gavi (PAF)	Partner
	% of Gavi-eligible countries with expected advocacy and immunisation financing technical assistance outputs, aligned with sustainable immunisation financing outcomes, completed on time (PAF)	Partner
SG4 Ensure healthy markets for vaccines and	Placeholder: Market shaping indicators (tbd post MS Strategy design and approval)	Secretariat, Partner, Country
	Africa Vaccine Manufacturing Accelerator Composite Indicator. Composite indicator include AVMA indicators	Secretariat

related products	with targets that are available for reporting during 6.0 cycle including for example (non-exhaustive): - Formal stakeholder engagements on AVMA topics have happened (Y/N) - Governance processes have been adhered to (Y/N) - Number of AVMA eligible manufacturers who are formally engage with Gavi on AVMA (e.g. through submission of Expression of Interest) - Number of LOIs submission by AVMA-eligible manufacturers to begin the WHO pre-qualification process (incl. both priority and non-priority vaccines) - Number of milestone payments	
Holding ourselves accountable for results	% of Secretariat accountability targets met	Secretariat
	% of Partner accountability global regional targets met	Partner
	% of Grant Accountability framework targets met	Country

Gavi Leap Pillar 2: Tuning our engine		
Sub-Area	Indicators	Accountability
Better decision making and getting resources right	\$ of secured resources vs. forecast	Secretariat
	% (and \$) of contribution agreements that have been signed	Secretariat
	Resources received vs. forecast	Secretariat
	\$ of pledges vs. replenishment target	Secretariat
	Secretariat expenditure vs. forecast	Secretariat
	Return on long term portfolio	Secretariat
	Return on short term portfolio	Secretariat
People, Culture, and Accountability	Gender balance of staff, including sub-indicator on leadership (Career Step 5-8)	Secretariat
	Gavi implementing countries representation in staff	Secretariat
	# FTE filled vs. approved	Secretariat
	% of Performance Management Process activities completed on time	Secretariat
	% of available person days lost due to sick leave	Secretariat
	Placeholder: Gavi people survey indicators	Secretariat
	Placeholder: Culture journey indicators	Secretariat
Institutionalising Checks and balances; Revamping measurement and evidence generation	Time to procure	Secretariat
	Number of best bid waivers (procurement)	Secretariat
	Procurement: % of single source procurement	Secretariat
	# of after the fact contracts (procurement)	Secretariat
	% of open Secretariat audit actions which are overdue	Secretariat
	% of evaluation management response actions which are overdue	Secretariat
	% of execution framework indicators' data which is housed in Gavi Enterprise Data Warehouse	Secretariat
	Gavi material risk exposure	Secretariat

Sharpening planning and delivery	Placeholder: Secretariat efficiency indicators	Secretariat
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Gavi Leap Pillar 3: Powering partnerships		
Sub-Area	Indicators	Accountability
Global-regional level	# of countries demonstrating joint planning/co-investment with Global Fund and other GHIs	Secretariat

Gavi Leap Pillar 4: Embracing the intelligent age		
Sub-Area	Indicators	Accountability
Artificial intelligence	Placeholder: Indicator on AI use and scale up	Secretariat

Gavi Leap Pillar 5: Harnessing the future of immunisation		
Sub-Area	Indicators	Accountability
Revitalising global health architecture	Placeholder: Indicator on future of immunisation	Secretariat