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# Annual Evaluation Report 2024



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# Executive summary

The Annual Evaluation Report (AER) 2024 provides a comprehensive overview of Gavi's evaluation activities and their contribution to the organisation's progress towards its strategic goals. This report, produced under the 2021 [Evaluation Policy](#), is part of the implementation of Gavi's strategic plan for 2021–2025 (Gavi 5.0/5.1). The primary audiences for this report are Gavi's Board and governance committees, the Gavi Alliance, and the broader global health community. The 2024 AER is more succinct and focused on key elements of use and achievements for evaluations compared to previous versions.

developing a holistic approach to evaluation, expanding dissemination of learning, addressing cross-cutting issues, and better linking centralised and decentralised evaluations.

**Evaluation function review:** An independent review conducted by IOD Parc provided work recommendations to enhance the evaluation function's independence, credibility and use. Key recommendations include developing a clear vision and theory of change (ToC), an evaluation strategy, and ensuring appropriate oversight mechanisms.



## Highlights and use of evidence

**Centralised evaluations:** The Centralised Evaluation Team (CET) completed two evaluations: the [mid-term evaluation \(MTE\)](#) of Gavi's 2021–2025 strategy, as well as the first phase of the [evaluation of Gavi's contribution to reaching zero-dose children and missed communities \(ZD evaluation\)](#). Both evaluations completed their Evaluation Management Responses (EMRs) and signed off within 60 working days. Two centralised evaluations were ongoing in 2024 and include the second phase of the ZD evaluation and the evaluation of the COVAX Facility and COVAX Advance Market Commitment (AMC). Three planned evaluations will carry over to the Gavi 6.0 centralised evaluation workplan.

**Decentralised evaluations:** Managed by other Gavi Secretariat teams, three decentralised evaluations were completed, ten are ongoing and five are planned for 2025. These evaluations provided key evidence to support decision-making in areas such as technical assistance, digital health information (DHI) systems and sustainability of national cold chain systems.



## Ongoing efforts to strengthen the evaluation function

**MOPAN assessment:** The 2023–2024 Multilateral Organisational Performance Assessment Network (MOPAN) assessment highlighted a strengthened evaluation function with satisfactory or highly satisfactory ratings. Recommendations include



## Budget and financial considerations

The CET had a stable budget of US\$ 3.5 million, with US\$ 2.1 million spent in 2024. For 2025, US\$ 1.35 million is planned for centralised evaluations and one decentralised evaluation. Efforts are under way to improve visibility on budget information for decentralised evaluations.



## Gender and climate mainstreaming

Efforts to mainstream gender and climate considerations in evaluation processes were continued in 2024 and included considerations of gender equity when reviewing evaluation proposal bids and drafting a guidance note on how to include climate change considerations in evaluation.



## Preparation of the Gavi 6.0 evaluation workplan

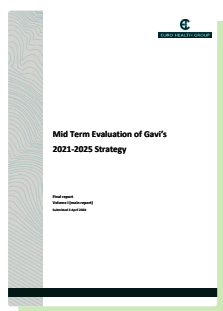
The development of the Gavi 6.0 evaluation workplan began in 2024, focusing on identifying potential evidence needs to assess Gavi's progress on its 6.0 strategy and address emerging focus areas in consultation with Gavi Secretariat teams, Gavi Board and Programme and Policy Committee (PPC) members, Alliance members, and other Global Health Institutions (GHIs).

## Section 1

## AER 2024 highlights and use of the evidence

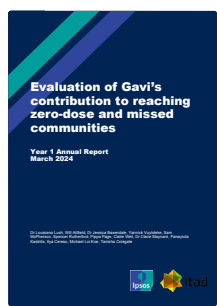
1.1 Centralised evaluations<sup>1</sup>

Number of completed centralised evaluations: 2



### Mid-term evaluation (MTE) of Gavi's 2021-2025 strategy

October 2022 – April 2024



### Evaluation of Gavi's contribution to reaching zero-dose children and missed communities (ZD evaluation)

Phase 1  
September 2022 – March 2024

For both evaluations, the Evaluation Management Response (EMR)<sup>2</sup> was completed and signed off by the business owner within 60 working days, as per Gavi's Evaluation Policy.



Number of ongoing centralised evaluations: 2

Evaluation of Gavi's contribution to reaching zero-dose children and missed communities

Phase 2  
(May 2024–Q1 2025)<sup>3</sup>

Evaluation of the COVAX Facility and COVAX Advance Market Commitment (AMC) (Gavi Secretariat) and COVAX pillar delivery efforts (joint evaluation)

February 2024–March 2025



Number of planned centralised evaluations: 3

Three centralised evaluations from the Gavi 5.0/5.1 centralised evaluation workplan (2021–2025) will carry over to the Gavi 6.0 centralised evaluation workplan (2026–2030).

Evaluation of the Big Catch-Up (BCU) initiative

Planned request for proposal (RFP) launch in Q4 2025

2024 status: A light-touch internal evaluability assessment was undertaken in 2024.

External evaluability assessment of the endline evaluation of the African Vaccine Manufacturing Accelerator (AVMA)<sup>4</sup>

Planned RFP launch in Q2 2025

2024 status: Consultations with the Secretariat's AVMA team to inform the RFP.

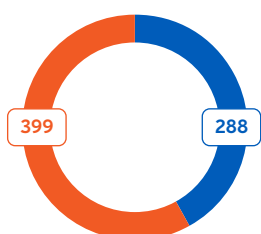
Evaluation of the enhanced Eligibility, Transition and Co-financing (ELTRACO) model

2024 status: Participation in an Alliance consultation on the Gavi 6.0 joint Learning Agenda for the ELTRACO model and the Health Systems and Immunisation Strengthening (HSIS) policy to inform evaluation scope and work planning.

### Representation of global/regional vs. country-level perspectives

Number of Key Informants (KIs) – across all centralised evaluations

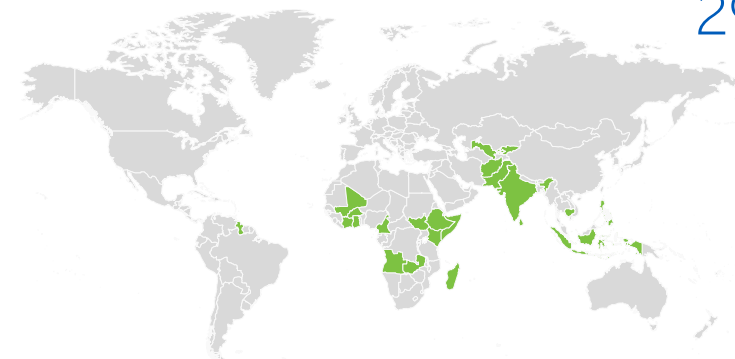
Completed/ongoing in 2024



● Global/regional-level KIs ● Country-level KIs

### Geographic coverage – country case studies<sup>5</sup>

TOTAL  
29



- Centralised evaluations are planned, commissioned and managed by Gavi's Centralised Evaluation Team (CET) within the Evaluation and Learning Unit (EvLU) and are assessed by Gavi's Evaluation Advisory Committee (EAC).
- EMRs are requested following an evaluation to indicate whether management (i.e. relevant business owners) agree, partially agree or disagree with the evaluation recommendations and to indicate actions for each recommendation that is agreed or partially agreed upon.
- Centralised evaluations are considered completed when the EMR has been published on Gavi's website.
- The endline evaluation of AVMA is anticipated after 2035.
- Seven thematic case studies were conducted for MTE instead of country case studies (13 countries were selected for these).



## Examples of evaluation key evidence dissemination and use in 2024

- The [COVAX Facility and COVAX Advance Market Commitment \(AMC\) Formative Review and Baseline Study](#) informed the decision to establish the Day Zero Financing Facility, which was approved by the Board in December 2023.
- In February 2024, a meeting with Gavi's Senior Leadership Team (SLT) took place to discuss the use of the evidence from the [Evaluation of Gavi's contribution to reaching zero-dose children and missed communities Year 1 annual report](#) and the [Mid-term evaluation of Gavi's 2021–2025 strategy](#) (MTE) to inform the design of Gavi 6.0.
- Following the Technical Briefing to the Gavi Board and Programme and Policy Committee (PPC) in April 2024, multiple requests from Board and PPC members were received to access the final report of the [Mid-term evaluation of Gavi's 2021–2025 strategy](#), given its importance in informing design and operationalisation of Gavi 6.0.
- Preliminary findings from the Gavi Evaluation Function Review (July 2024) highlighted that the [Evaluation of Gavi's contribution to reaching zero-dose children and missed communities Year 1 annual report](#) was frequently cited by key informants as an example of a useful and relevant evaluation.
- The MTE and the [Evaluation of the operationalisation of Gavi's strategy through policies, programmatic guidance and use of funding levers](#) (Strat. Ops.) informed updates to the HSIS Policy.
- Emerging insights from recent evaluations (including COVAX Phase 2 and ZD evaluation) were used to inform the partnership deep-dive discussions at the Alliance Partnership and Performance Team (APPT) meeting in Addis Ababa in October 2024.
- In December 2024, the Gavi Board approved the consolidation of seven funding levers into one consolidated cash grant, aligned with recommendations from recent centralised evaluations (ZD evaluation, Strat. Ops. and MTE).

## Key lessons emerging from the joint evaluation process

Evaluation of the COVAX Facility and COVAX AMC (Gavi Secretariat) and COVAX pillar delivery efforts



**Strengthened partnerships:** the joint evaluation process deepened understanding of each agency's mandates, capacities and priorities, creating a foundation for future collaboration. Enhanced coordination across programmatic and evaluation teams demonstrated how joint efforts can bridge gaps and align diverse perspectives.



**Collaboration exemplar:** this joint evaluation highlighted the effectiveness of early engagement, clear governance structures and transparent communication for smooth coordination and buy-in among multiple stakeholders.



**Flexibility and tailored approaches:** the joint evaluation underscored the need for flexibility in resource allocation, including evaluation planning and the importance of tailored approaches at the country level. Strategic use of partner expertise was also emphasised.

## Engagement with key stakeholders<sup>6</sup>

### Validation workshops:<sup>7</sup>

- ZD evaluation Phase 1 (Dec 2023): around 100 participants, including Board and PPC members, as well as representatives from the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF).
- MTE (Feb 2024): around 100 participants, including Gavi Board and PPC members, as well as representatives from the WHO, UNICEF and the Bill & Melinda Gates Foundation (BMGF).

### Technical briefings<sup>8</sup> for the Board and PPC:

- ZD evaluation Phase 1 and MTE (April 2024).

### Dissemination sessions:

- ZD evaluation Phase 2: the supplier (Ipsos) was invited to present the emerging findings at Gavi's Zero-Dose Learning Week in September 2024 (for Alliance partners).

## Budget for centralised evaluations

The Centralised Evaluation Team (CET) has a stable allocated activity budget line of **US\$ 3.5 million**.

In 2024, an expenditure totalling US\$ 2.1 million from the MEL budget was allocated to both centralised and decentralised evaluations.<sup>9</sup> As of December 2024, US\$ 1.35 million is planned for 2025 for centralised evaluations and one decentralised evaluation.

**2024**

● Planned: **US\$ 2.2 million** ● Actuals: **US\$ 2.1 million<sup>10</sup>**

**2025**

● Planned: **US\$ 1.35 million** ● Actuals: **N/A**

6. Refers to validation workshops, dissemination meetings, technical briefings and other strategic meetings with key stakeholders, to enhance use of evaluation findings, with information on the count of attendees, inclusive of representatives from the Secretariat, the Board and the PPC.

7. The key objective of validation workshops is to make recommendations more specific, actionable and feasible to implement.

8. Technical briefings refer to various types of sessions (including deep dives) where the audience is all members of the Board and/or one of its committees.

9. In 2024, efforts to consolidate the information on the budget spent on Gavi's decentralised evaluations across the organisation were undertaken. Further measures are needed to ensure full oversight and visibility on this information.

10. According to SAP in January 2025. Subject to the Audit and Financial Committee's (AFC) adjustment and validation.

## 1.2 Decentralised evaluations<sup>11</sup>

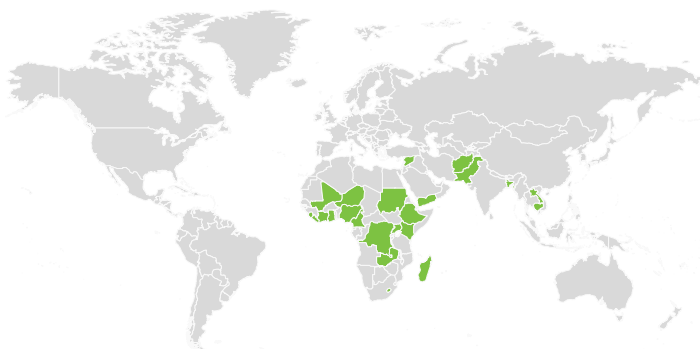
Number of completed decentralised evaluations: 3

Number of ongoing decentralised evaluations: 10

Number of planned decentralised evaluations:<sup>12</sup> 5




### Geographic coverage of country case studies

TOTAL  
40



### Thematic areas of the evaluation evidence generated by decentralised evaluations in 2024

The decentralised evaluations completed or ongoing in 2024 provided key evidence to support decision-making. The insights generated pertain to important areas of work such as:

-  Improving technical assistance from partners at the country level
-  Enhancing the use of digital health information (DHI) systems for planning and programming
-  Supporting civil society organisations (CSOs) in their advocacy efforts
-  Considering strategies such as cash transfers, direct facility financing and performance-based financing
-  Strengthening the sustainability of national cold chain systems.

### Budget for decentralised evaluations

The CET currently lacks visibility on budget information pertaining to decentralised evaluations. Efforts are under way to develop a process for systematically collecting data related to decentralised evaluations (including budget details) from across Gavi, as financial resourcing information for decentralised evaluations is not yet comprehensive.

The total budget allocated for the decentralised evaluations scheduled to begin in 2025 amounts to US\$ 6.1 million.<sup>13</sup>

### Examples of evaluation key evidence dissemination and use in 2024

The [Evaluation of Gavi Independent Review](#) (IRC evaluation) informed the establishment of a differentiated approach to application review processes (streamlined for low-risk and low-complexity applications and more in-depth and iterative for highly complex ones). The evaluation also highlighted the need to update the IRC terms of reference, particularly regarding mandate, review modalities and stakeholder interfaces. Revisions were approved by the Gavi Board in December 2024.

In December 2024, the partners' engagement framework (PEF) team organised a special online virtual learning session for global, regional and country Alliance partners to discuss the findings and recommendations of the recent 2024 PEF-TCA (targeted country assistance) individual country assessments (Ethiopia, Nigeria, the Democratic Republic of the Congo), and to facilitate cross-learning by Gavi Alliance and implementing partners, donors, EPIs and other stakeholders.

Findings from the 2024 PEF-TCA Individual Country Assessment for the Democratic Republic of the Congo (DRC) were used to inform their Full Portfolio Planning (FPP).

11. Decentralised evaluations are typically planned, commissioned and managed by other Gavi Secretariat teams outside the Evaluation and Learning Unit (EvLU), and these are not assessed by the EAC.

12. Information provided by Gavi departments, January 2025.

13. Information provided by Gavi departments, January 2025.

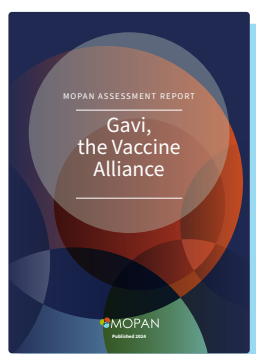


Credit: Gavi/2024/Go'tham Industry

## Section 2

# Ongoing efforts to strengthen the evaluation function

## 2.1 MOPAN assessment of Gavi 2023–2024 – evaluation function



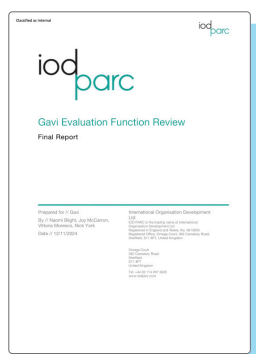
Evidence of a strengthened evaluation function has increased since the previous Multilateral Organisation Performance Assessment Network (MOPAN) assessment (2015–2016), with all indicators related to the evaluation function rated as satisfactory or highly satisfactory.

One of the five high-level recommendations from the [2023–2024 MOPAN](#) assessment is to develop a holistic and comprehensive approach to evaluation to support understanding of whether this function is adequately resourced and to support the tracking of results holistically.

Other recommendations related to the evaluation include:

- Expanding the active dissemination of its learning and continuing its improved dissemination with partners and peers
- Addressing and incorporating cross-cutting issues, specifically gender, environmental sustainability and climate change
- Clarifying accountability within its unique partnership structure and the specific groups to which the organisation should be accountable to
- Better linking the centralised and decentralised evaluation functions by creating stronger mechanisms for the oversight of decentralised evaluations.

## 2.2 Evaluation function review



An independent review of Gavi's evaluation function – conducted by IOD PARC – took place between May 2024 and November 2024. The purpose was to provide Gavi's Board, committees, Secretariat and the Evaluation Advisory Committee (EAC) with an assessment and specific

recommendations for improvement. The review aimed to ensure the evaluation function is suitable for Gavi 6.0, identify good practices from comparator evaluation functions to enhance independence, credibility and use, review the uptake of recommendations from the 2017 peer review, and inform any necessary revisions of the Gavi Evaluation Policy and the EAC's terms of reference.

Recommendations to strengthen Gavi's evaluation function include:

- Developing a clear, shared vision of the purpose and intended audiences of Gavi's evaluation function, along with a theory of change (ToC) for the evaluation function

- Developing an evaluation strategy to operationalise the evaluation policy and vision for evaluation
- Delivering a more mixed portfolio of evaluations responding to the diverse needs of its constituent groups, balancing learning and accountability needs
- Ensuring it has in place the most appropriate and efficient mechanism(s) for ensuring the required level of oversight for the evaluation function to ensure credibility, utility and independence
- Procuring an external provider to manage the quality assurance of Gavi evaluation
- Exploring with partners what a shared country mechanism for joint health evaluation (e.g. with the Global Fund, GFF, WHO, UNICEF, etc.) would look like, aligned with the Lusaka Agenda
- Undertaking an assessment of the adequacy of human and activity-level resources for evaluation.

## 2.3 Following up on the implementation of recommendations from previous evaluations

**New EMR organisational key performance indicator (KPI).** The percentage of overdue action items from the EMRs<sup>14</sup> has been added as a KPI in the Gavi Balanced Scorecard (GBS), with a target of 70% to be addressed on time. The GBS is reviewed by Gavi's Senior Leadership Team (SLT) as part of its quarterly cross-functional business reviews.

Overdue action items are defined as actions that were not started when the deadline was reached or for which no update on implementation was provided. This allows for an assessment of whether or not we are on track to address gaps identified during evaluations.

This KPI is updated on a bi-annual basis (i.e. twice per year). As per the last request to obtain implementation updates from relevant business owners (October 2024), 99% (n = 244/247) of action items had been addressed on time.

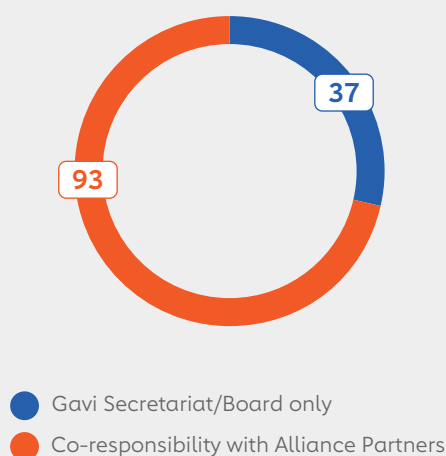
**Co-responsibility of EMR actions with Alliance partners.** Following up on the implementation of EMR actions is a responsibility that is shared with Alliance partners. The graphs on the next page provide an overview of EMR actions from 5.0/5.1 centralised evaluations that necessitate the engagement of Alliance partners for their implementation.

<sup>14</sup> EMRs are requested following an evaluation to indicate whether management (i.e. relevant business owners) agree, partially agree or disagree with the evaluation recommendations and to indicate actions for each recommendation that is agreed or partially agreed upon.

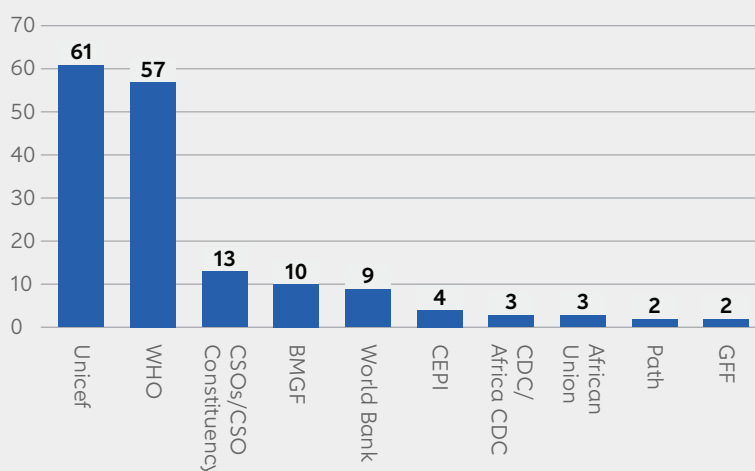


**Responsibility of EMR actions**

5.0/5.1 centralised evaluations

**Co-responsibility of EMR actions**

5.0/5.1 centralised evaluations

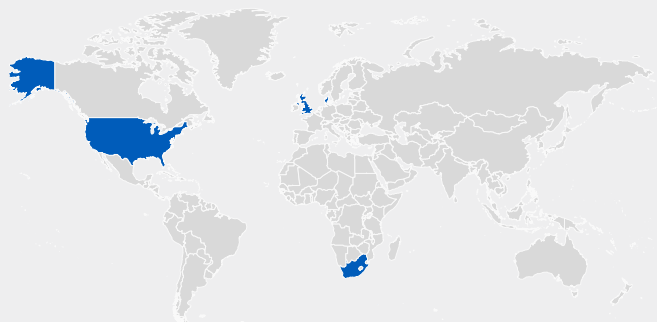
**Notes:**

1. The 5.0/5.1 centralised evaluations included in the graphs above are: i) evaluation of Gavi's initial response to COVID-19 (16 actions); ii) COVAX Facility and COVAX AMC formative and baseline study (27 actions); iii) evaluation of the operationalisation of Gavi's strategy through Gavi's policies, programmatic guidance and use of funding levers (15 actions); iv) evaluation Gavi's contribution to reaching ZD children and missed communities – Year 1 (22 actions); and v) mid-term evaluation of Gavi's 2021–2025 strategy (50 actions).
2. The bar chart only showcases partners with > 2 EMR actions.
3. Actions are often assigned to more than one partner.

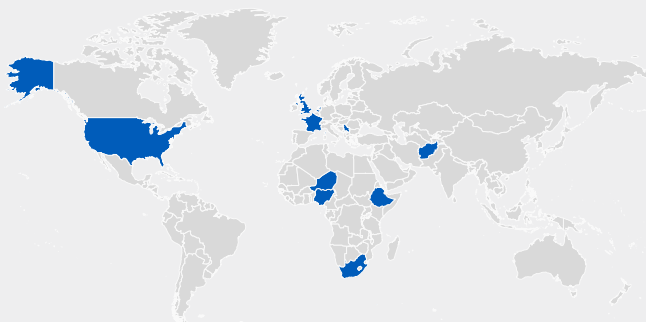
**2.4 Efforts to expand the pool of suppliers**

Gavi continues its efforts in collaboration with the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) and the Global Financing Facility (GFF) to expand and diversify the centralised evaluation supplier base, striving for enhanced representation from low- and middle-income countries.

A set of metrics was proposed to monitor progress, and a request for information (RFI) was issued in June 2024 to consult with new potential evaluation service providers based in the countries that benefit from the support of the Global Fund and Gavi.

**2024 Centralised evaluations**Geographic coverage – suppliers<sup>15</sup>**TOTAL**  
**4****2024 Decentralised evaluations**

Geographic coverage – suppliers

**TOTAL**  
**13**

15. Including suppliers and consortium partners for the centralised and decentralised evaluations that were either completed or ongoing in 2024.

## 2.5 Efforts to mainstream gender and climate in evaluation processes

### Gender

Ongoing collaboration with Gavi's procurement team to update request for proposal (RFP)/terms of reference (ToR) templates with gender consideration prompts, following the 2023 internal report on gender mainstreaming in evaluation.<sup>16</sup>

### Climate change

- A guidance note on how to mainstream climate change in evaluation processes has been drafted.
- A joint session between the evaluation units of Gavi and Global Fund took place in November 2024 to share ideas on how to ensure systematic climate change considerations in evaluation processes.

### Next steps:

Incorporate recommendations from the 2023 gender mainstreaming report and 2024 climate change guidance note into the revision of Gavi's Evaluation Policy, associated standard operating procedures (SOPs)<sup>17</sup> and templates/tools (e.g. terms of reference, request for proposal, quality assessment).



Credit: GAVI/2017/Juliette Bastin

## Highlights – gender and climate change considerations in centralised evaluation processes

### Evaluation of the COVAX Facility and COVAX AMC (Gavi Secretariat) and COVAX pillar delivery efforts (joint evaluation)

- Gender balance in the team composition was added as an evaluation criterion when assessing bids.
- Included evaluation questions (EQs) to assess gender equity in the COVAX pillar delivery design and in the impact of the COVAX Facility and AMC.

### Evaluation of Gavi's contribution to reaching zero-dose children and missed communities

- The supplier team included members experienced in undertaking evaluations and research on issues of marginalisation, including gender.
- Key informants included gender experts from the Gavi Secretariat and UNICEF.
- Included EQs that considered the extent to which gender barriers are understood and addressed.

<sup>16</sup>. Featured in Gavi's Annual Evaluation Report 2023.

<sup>17</sup>. Previously referred to as "Evaluation Operational Guidelines".

## 2.6 Examples of gender and climate considerations in decentralised evaluations

### Highlights – Decentralised evaluations with an enhanced focus on gender

#### DHI roadmap assessments (ongoing in 2024)

Commissioned by Gavi HSIS

- The Johns Hopkins Bloomberg School of Public Health Center for Global Digital Health Innovations & Gender Equity Unit is included in the consortium of partners.
- The scope includes documenting the implementation of gender-related activities.

#### Evaluation of gender integration into programming and innovative approaches implemented in Gavi 5.1 (planned for 2025)

Commissioned by Gavi HSIS

- Aims to inform the operationalisation of Gavi 6.0 and gender strategy.

### Highlights – Decentralised evaluations with an enhanced focus on climate change

#### A goal-free evaluation of demand generation and community engagement investments and efforts (planned for 2025) Commissioned by Gavi HSIS

- Consideration of climate disruption as one of the variables to understand demand commitment.







Credit: Gavi/2023/Wise Kubuya Bebukya

## Section 3

# Preparation of the Gavi 6.0 evaluation workplan

The development of Gavi's 6.0 evaluation workplan began in 2024, with evaluations scoped through an in-depth review of Board and PPC papers, a review of Gavi's 5.0 learning system questions, and ongoing consultations with Gavi Board and PPC members, Alliance members, and other global health institutions (GHIs).

### Key priorities for evaluation

The evaluations should assess Gavi's progress on its 6.0 strategy, fill evidence gaps, address emerging focus areas, examine areas with slow progress or implementation challenges and support country-led

evaluative processes. The evaluation portfolio will include strategic and operational evaluations to balance learning and accountability needs.

### Financial considerations

Financial considerations from the replenishment process will influence the level of investment in the MEL portfolio and evaluations. This may require efficient evaluation approaches, including more efficient sequencing and complementarity across evaluations, prioritising key strategic areas or subsuming some topics into higher-level strategic evaluations.



## Section 4

## Annexes

## 4.1 Annex A: Revised Gavi 5.1 centralised evaluation workplan

| Evaluations   | Supplier                    | 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           |                                       |      |         |         |                    |
| COVAX Facility and COVAX AMC formative and baseline study   | ITAD                        |                                       |      |         |         |                    |
| Mid-term evaluation of Gavi's 2021-2025 Strategy  | Euro Health Group           |                                       |      |         |         |                    |
| Evaluation of Gavi's contribution to reaching zero-dose children and missed communities   | IPSOS                       |                                       |      | Phase 1 | Phase 2 | Phase 3 cancelled* |
| Evaluation of the operationalisation of Gavi's strategy through Gavi's policies, programmatic guidance, and use of funding levers | Euro Health Group           |                                       |      |         |         |                    |
| COVAX Facility and COVAX AMC, phase II  | Research Triangle Institute |                                       |      |         |         |                    |
| Sustainability/post-transition  |                             | Moved to Gavi 6.0 Evaluation Workplan |      |         |         |                    |
| African Vaccine Manufacturing Accelerator (AVMA) - Evaluability assessment of endline evaluation                                  | TBD                         |                                       |      |         |         |                    |
| Evaluation of the Big Catch-Up  | TBD                         |                                       |      |         |         |                    |

\*The Zero-Dose evaluation topic to be reprioritised for the Gavi 6.0 Evaluation Workplan.

● Evaluation commissioning period    ● Evaluation implementation and delivery period

## 4.2 Annex B: List of completed, ongoing and planned decentralised evaluations<sup>18</sup>

| Decentralised evaluations completed in 2024 |   | Completed |
|---|---|-----------|
| 1   | <b>Partners' Engagement Framework (PEF) Targeted Country Assistance (TCA) Country Assessments (Ethiopia, Nigeria, Democratic Republic of the Congo)</b><br><br><b>Gavi team:</b> Programme Support Team (PST)<br><b>Use case:</b> To inform TCA planning and design for Gavi 6.0.   | Q3 2024   |
| 2   | <b>Evaluation of the COVAX AMC Financial Instrument</b><br><br><b>Gavi team:</b> Sovereign & Private Sector Engagement<br><b>Use case:</b> To inform the decision on the future of the AMC Financial Instrument.  | Q2 2024   |
| 3   | <b>Evaluating the Effective Use of DHIS2 &amp; Data to Improve Planning and Monitoring of Immunization, HIV and AIDS, Malaria, and TB Programs: A Three Country Retrospective Study (Joint Evaluation – Gavi and the Global Fund)</b><br><br><b>Gavi team:</b> HSIS<br><b>Use case:</b> To improve DHIS2, DHIS2 package and DHIS2 tracker use and implementation in the country.  | Q4 2024   |
| Decentralised evaluations ongoing in 2024   |   | Timeline  |
| 1   | <b>Development, Implementation, Monitoring and Evaluation of a National and/or Subnational Advocacy Strategy for Increased PHC and Immunisation Financing</b><br><br><b>Gavi team:</b> Immunisation Financing and Sustainability (IF&S)<br><b>Use case:</b> To support future decisions on leveraging CSO to increase country commitment to immunisation and PHC financing.   | 2022–2025 |
| 2   | <b>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 Zero Dose Children</b><br><br><b>Gavi team:</b> IF&S<br><b>Use case:</b> To support future decisions on the launch and scale-up of conditional cash and non-cash transfer programmes for immunisation. | 2023–2025 |
| 3   | <b>DHI Roadmap Assessments (costed DHI roadmap studies)</b><br><br><b>Gavi team:</b> HSIS   | 2023–2025 |
| 4   | <b>Evaluation of Gavi's DHI Strategy</b><br><br><b>Gavi team:</b> HSIS  | 2023–2025 |
| 5   | <b>Evaluation of the Niger Direct Financing Facility</b><br><br><b>Gavi team:</b> IF&S<br><b>Use case:</b> Results will be used by the Expanded Programme on Immunization (EPI) and the Ministry of Health to make decisions on scaling up/not the direct facility financing methodology to other areas of Niger.   | 2023–2025 |

18. As per information provided by Gavi departments, January 2025.

|    |  |           |
|----|--|-----------|
| 6  | <b>Evaluation of the Djibouti Direct Facility Financing (DFF) and Performance-Based Financing (PBF)</b><br><b>Gavi team:</b> IF&S<br><b>Use case:</b> To support future decisions on the launch and scale-up of DFF and PBF approaches for improving immunisation outcomes.  | 2023–2025 |
| 7  | <b>eLMIS Evaluation in Nigeria</b><br><b>Gavi team:</b> HSIS   | 2024–2025 |
| 8  | <b>Evaluation of the Clinton Health Access Initiative (CHAI)</b><br><b>Collaborative Learning Strategic Focus Area (SFA)</b><br><b>Gavi team:</b> IF&S<br><b>Use case:</b> To inform deployment of appropriate technical and managerial skills to enhance planning, prioritisation, allocation and utilisation of Basic Health Care Provision Fund (BHCPF) disbursement for improved PHC services. | 2024–2025 |
| 9  | <b>Evaluation of Gavi's CSO Host Platform (Amref)</b><br><b>Gavi team:</b> Public Policy Engagement (PPE)<br><b>Use case:</b> To inform future hosting arrangements, particularly to support the upcoming Gavi 6.0 strategy (2025-2030).   | 2024–2025 |
| 10 | <b>Afghanistan Unconditional Cash Transfers Plus Programme Evaluation</b><br><b>Gavi team:</b> IF&S<br><b>Use case:</b> To support future decisions of Gavi and Alliance partners on the launch and scale-up of unconditional cash transfer plus programmes to achieve impact on immunisation.   | 2024–2025 |

| Decentralised evaluations planned for 2025 |   | Timeline  |
|--|---|-----------|
| 1  | <b>Delivery Cascade and the New Role of the Office of the CEO</b><br><b>Gavi team:</b> Measurement, Evaluation and Learning (MEL)<br><b>Use case:</b> To generate ongoing learnings about the Gavi Office of the CEO's (OCEO) new ways of working through the Delivery Cascade, supporting decision-making as the organisation leads into 6.0, and improving the delivery of organisational priorities. | 2025      |
| 2  | <b>Gender Evaluation</b><br><b>Gavi team:</b> HSIS<br><b>Use case:</b> To inform 6.0 investments and Programme Funding Guidelines (PFG)   | 2025      |
| 3  | <b>Evaluation of HFSE-CCEOP Learning Agenda</b><br><b>Gavi team:</b> HSIS<br><b>Use case:</b> To support future decisions on the scale-up of cold chain equipment optimisation platforms (CCEOP) for wider solarisation of health facilities.   | 2025–2026 |
| 4  | <b>CCEOP Delinking Evaluation</b><br><b>Gavi team:</b> HSIS<br><b>Use case:</b> To inform operationalisation of the delinking approach for Gavi 6.0.  | 2025      |
| 5  | <b>Demand Process Evaluation</b><br><b>Gavi team:</b> HSIS<br><b>Use case:</b> To inform Gavi 6.0 investments.  | 2025      |