

MONITORING & EVALUATION FRAMEWORK

GAVI STRATEGY 2016-2020

VERSION: 2 (OCTOBER 2017)

Gavi's 2016-2020 Monitoring and Evaluation Framework

Developed by the Gavi Secretariat, this document describes the high level Monitoring and Evaluation (M&E) Framework for the Gavi 2016-2020 strategy (Annex 1). This is an update from the previous version developed for the 2011-2015 strategy, ensuring the M&E Framework is fit-for purpose for the current strategy period. The document briefly describes an adaptive framework with opportunities for refinement over time in response to changes in strategy implementation and business needs, ongoing feedback, results and advances in methodological approaches, and therefore will be updated annually as needed. The M&E Framework is supplemented with operational work plans for the specific components and streams of work developed and implemented iteratively.

Note: Alliance financial performance, country programme capacity assessments, audit and risk monitoring are not included in the scope of the M&E Framework.

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I. Introduction

Gavi's **Monitoring and Evaluation (M&E) Framework** is designed to respond to information needs for the 2016-2020 strategy, contributing to learning and improvement of programmes, policies and strategies to maximise impact, in line with Gavi's mission to save children's lives and protect people's health by increasing equitable and sustained use of vaccines in lower-income countries.

The M&E Framework **builds explicitly upon the Gavi Evaluation Policy¹ and incorporates** the new **Alliance Accountability Framework (AAF)²** to strengthen measurement and accountability for delivering results for the Gavi 2016-2020 strategy (*Annex 1*). Gavi's M&E Framework is **based on** several **principles**:

- components are prioritized and implemented with a strong utilization focus;
- aligned with the **International Health Partnership (IHP)+** common evaluation framework;
- consistent with the **Paris Declaration on Aid Effectiveness**: alignment with country processes, balance between country ownership and independence, harmonised approaches using international standards, capacity building and system strengthening, collective action and adequate investment;
- contribute to **transparency in aid** and to the principle of open access to health information as a public good;
- **leverages existing initiatives** in the broader context in which Gavi works, including sector-wide (e.g., Health Data Collaborative) as well as immunisation-specific initiatives (e.g., the Global Vaccine Action Plan) and at country-level to gain efficiencies and maximize value for money;
- **contributes to strengthening country data systems and M&E capacity**, as described further in Gavi's approach to data as a Strategic Focus Area (SFA) in the 2016-2020 strategy;³ and
- aims to balance the need for accountability and grant oversight with country reporting burden by **streamlining and minimising reporting requirements** wherever possible—for example, by reducing requirements to the absolute minimum needed, accessing data through existing sources and mechanisms, working through existing monitoring and evaluation platforms, and building on existing review mechanisms.

The **M&E Framework outlines**:

- an **enhanced approach** to integration of monitoring and evaluation with the Gavi business and cycle (i.e. strategies, programmes, grants, policies, partnership model) to ensure a strong utilization focus and greater transparency as part of an evidence-based culture,
- the additional and strengthened quality of information tracked across the updated strategy **results chain**, and
- use of the new **Alliance Accountability Framework** for improved accountability with more frequent monitoring of performance to ensure delivery on results for the 2016-2020 strategy.

¹ <http://www.gavi.org/about/governance/corporate-policies/evaluation/>

² <http://www.gavi.org/about/governance/gavi-board/minutes/2016/22-june/minutes/13---partners--engagement-framework-and-alliance-accountability-framework/>

³ <http://www.gavi.org/about/governance/gavi-board/minutes/2015/2-dec/minutes/12---data-strategic-focus-area/>

II. An enhanced approach to monitoring and evaluation

The M&E Framework outlines an enhanced approach (**Figure 1**) incorporating monitoring and evaluation into the cycle of Gavi business development (i.e. strategies, policies and programmes), planning, implementation monitoring and identification of lessons learnt to inform course correction where relevant. This includes the following components with a strong utilization focus:

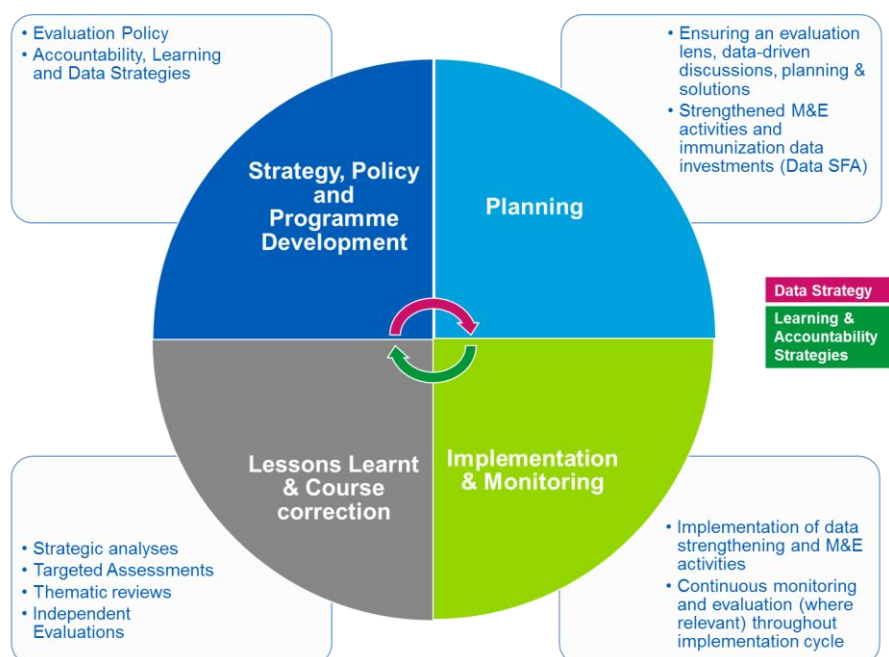
- 1) **routine monitoring of the performance** of delivering on the Gavi 2016-2020 strategy including programmes, grants, policies through linked indicators across the results chain,
- 2) **independent evaluations and targeted assessments** supplementing routine monitoring data with more in-depth/rigorous and additional information generated, and
- 3) **thematic reviews and strategic analyses** synthesizing information on performance-related questions and generating learning.

The enhanced M&E approach is guided by three areas of focus:

1. **Strengthened Accountability** (*Accountability Strategy*): Enhanced Alliance accountability to deliver results through strengthened measurement with an expanded set of linked indicators across the Gavi Results Framework (**Figure 2a**), more frequent reporting against targets, active monitoring of performance and commissioning of independent evaluations. This includes: additional mission indicators, the Alliance Accountability Framework (**Figure 3**), independent evaluations and institutionalizing use of results frameworks.
2. **Fostered Learning** (*Learning Strategy*): Support for generation and use of learning across the Alliance to inform strategy, policy and programme development and implementation for improved delivery of results. This involves building a culture of early identification of key questions at inception stage of policy and programme development, prioritizing and collecting the evidence and synthesis in time to inform decision-making. Learning is generated through commissioned targeted assessments, independent evaluations, and internally or externally driven reviews and analyses synthesized to inform performance-related questions.
3. **Catalyzed Data Strengthening** (*Data Strategy*): Approved by the Board in December 2015, the **Data Strategic Focus Area** (SFA) defines a new way of focusing our efforts across the Alliance to mitigate one of the top risks to the Alliance, continued lack of availability and use of quality immunization data. Strengthening country data systems and M&E capacities is critical for both driving country immunisation programme performance and accountability. Gavi's M&E activities build upon country systems and the strength of these determine how well Gavi is able to monitor and evaluate country grants and overall Gavi performance. Gavi incentivizes countries to accelerate improvements in data strengthening through country grant **data quality and survey requirements** and supports countries to identify and address these gaps in the availability, quality and use of data. The Data SFA aims to incentivize and align support to strengthen measurement and use of immunization data for improved immunization outcomes. This entails establishment of an Alliance forum for coordination and monitoring, a strengthened country engagement model, scaling of innovative solutions,

where appropriate, and prioritized resources.

Figure 1. Gavi's 2016-2020 Monitoring and Evaluation approach



The **components of the M&E Framework align with** key elements of the **Gavi 2016-2020 Results Framework (Figures 2a-b)**. The results chain outlines the stepwise progression from inputs and processes to outputs, outcomes and impact and links indicators and data sources across each step. The results chain reflects the central focus on improving immunisation coverage and equity, as well as key focus areas that are on the critical pathway to improved coverage and equity, such as data, supply chain, and leadership, management and coordination. Impact is broadly defined as including reduced mortality, reduced morbidity and protection from social and financial risk. Immunisation contributes to social and financial risk protection by reducing household health expenditures and increasing productivity through disease prevention. In some cases, impact is measured directly through empirical studies or disease surveillance data (e.g. disease dashboard); in other cases, models using available secondary data—e.g., estimates of underlying burden of disease, vaccination coverage and vaccine effectiveness—are employed to produce estimates of the impact of Gavi supported programmes. A concise summary of the Gavi strategy for 2016-2020 and the indicators used to track progress in delivery of the strategy is included in *Annex 1*.

Although it is not possible to attribute with a high level of certainty changes in outcomes and impact to the inputs, processes and outputs that are tracked, Gavi's results chain reflects a **logic model that represents a plausible theory about the pathways through which Gavi's inputs and activities contribute to the outcomes and impact** that are specified. In seeking to understand and document causal relationships where possible, the strategy adopts a **"contributorship" approach to attribution**. This approach acknowledges that results are the joint product of global, regional and country level financing and activities and seeks to

understand where possible how multiple interventions interact to produce outcomes. Causal relationships are assessed where possible, with the understanding that Gavi is one actor among several—including country actors, most notably—that jointly contribute to producing impact.

Figure 2a. Gavi 2016-2020 Results Framework

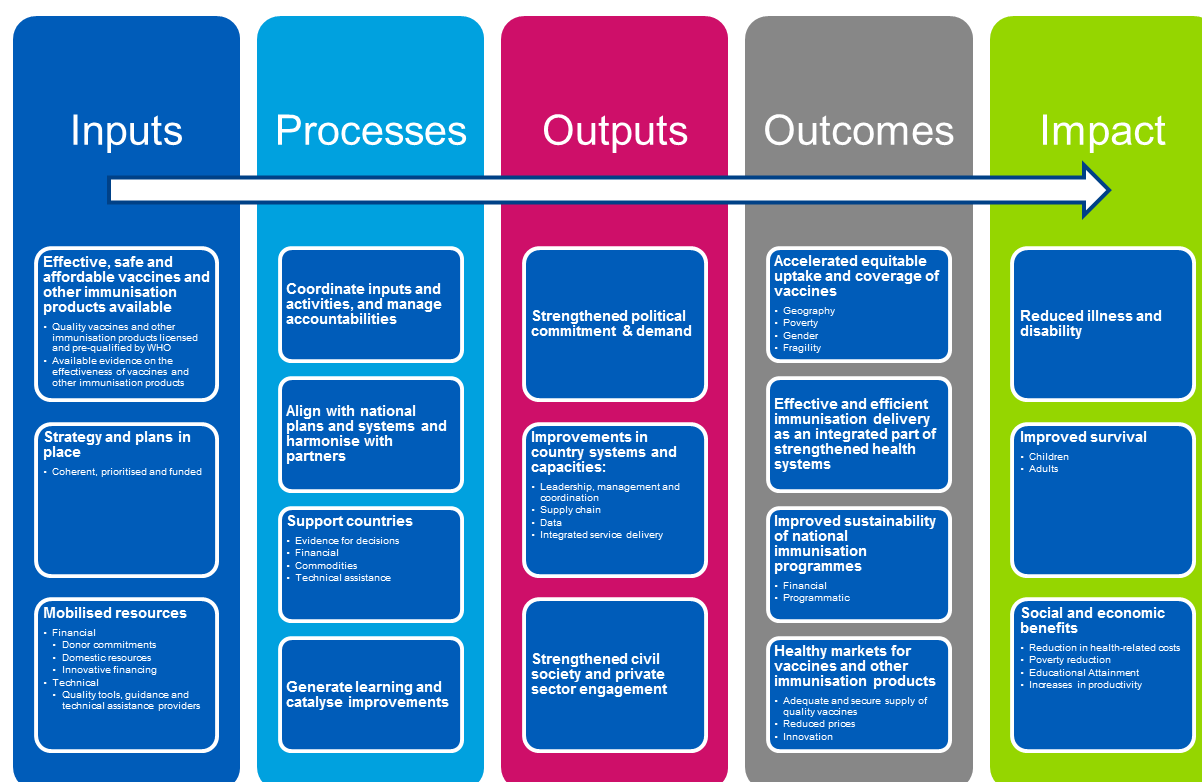


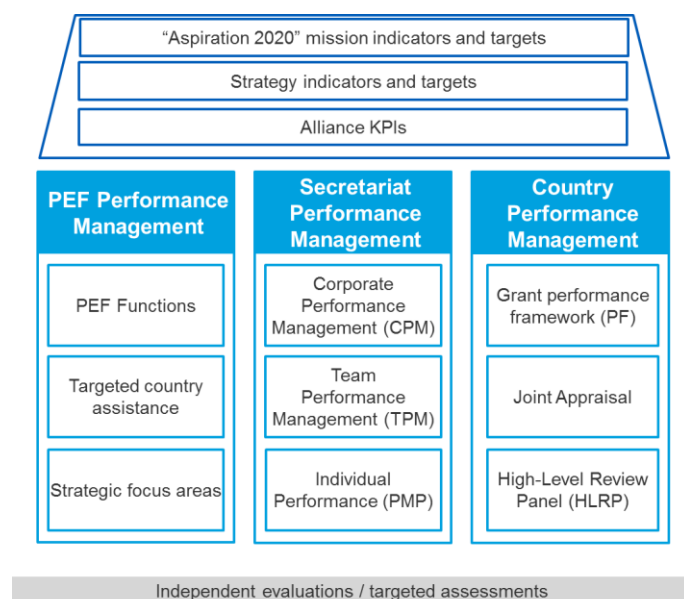
Figure 2b. Key questions addressed by Gavi Results Framework



A. Routine monitoring of performance

Routine monitoring systematically tracks and analyses an expanded set of indicators over time, across business functions and types of support to assess progress and identify gaps and areas needing special attention for action. The new **Alliance Accountability Framework**⁴ (AAF) is designed to help in **measuring the collective progress of the Alliance in implementing the new strategy**. The AAF links several of the main business functions monitored for performance at minimum twice annually (**Figure 3**). The AAF⁵ is described elsewhere and aims to integrate expectations of delivery on the 2016-2020 strategy across key constituents of the Vaccine Alliance (e.g., Secretariat, partners, countries, donors, and governance bodies). The **various elements** of the Alliance Accountability Framework **build on each other and form a comprehensive set of linked metrics supporting the goals of the new strategy**, while reducing the overall burden and frequency of reporting, and leverage existing data systems and processes wherever possible.

Figure 3. Gavi's 2016-2020 Alliance Accountability Framework



1) 'Aspiration 2020' indicators and targets

These indicators **aim to assess progress in delivering on** Gavi's mission through measurement of longer-term outcomes and impact metrics.

2) Strategy indicators and targets

The Board approved strategy indicators and targets are **long term, measurable outcomes** that describe what Gavi intends to achieve in relation to each strategic goal **under Gavi's strategy for 2016-2020**. The strategy indicators are monitored by

⁴ <http://www.gavi.org/about/governance/gavi-board/minutes/2015/2-dec/presentations/15---engagement-framework-and-budget-for-partners-and-secretariat-for-2016-2017/>

⁵ <http://www.gavi.org/about/governance/gavi-board/minutes/2016/22-june/presentations/13---partners-engagement-framework-and-alliance-accountability-framework/>

the Gavi Secretariat and Alliance Coordination Team and subgroups to proactively monitor progress, proactively manage issues/ poor performance and to engage with countries facing issues on implementation. The Gavi Secretariat regularly tracks and reports indicators to the Board, on the basis of detailed indicator definitions that are available on the Gavi website.⁶

3) Alliance Key Performance Indicators (KPIs)

The Alliance KPIs focus on the performance of Alliance members in delivering the strategy, tracking intermediary outputs towards outcomes of the strategy. The Alliance KPIs are monitored by the Gavi Secretariat and Vaccine Alliance Coordination Team and subgroups to proactively monitor progress, manage issues/ poor performance and to engage with countries facing issues on implementation. The Alliance KPIs are intended to measure the effectiveness and efficiency of the Vaccine Alliance activities including the ability to manage support to countries and appropriately manage risk. The Gavi Secretariat regularly tracks and reports indicators to the Board, on the basis of detailed indicator definitions that are available on the Gavi website.⁷

4) Partners' Engagement Framework Performance (PEF)

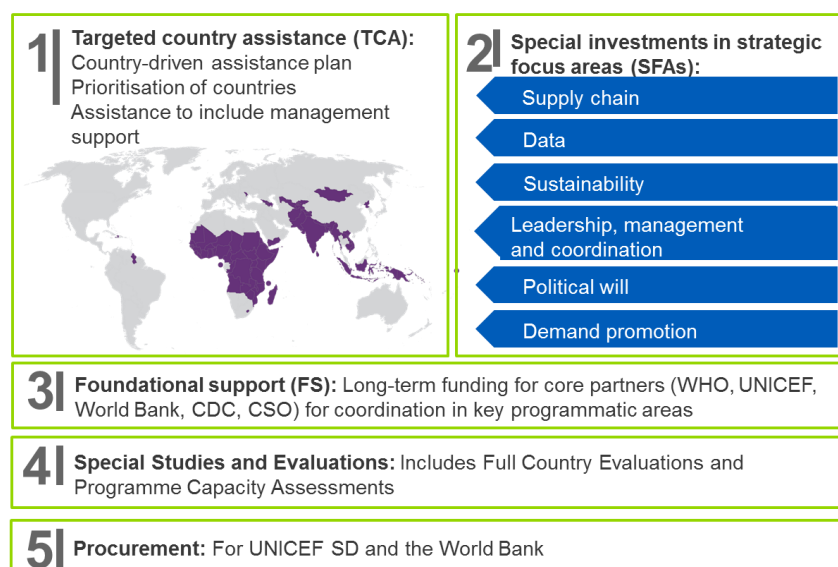
The Partners' Engagement Framework (PEF) is the **process** through which Gavi **dedicates resources to its partners** for providing targeted country assistance (TCA) to countries, for setting global norms and standards and strategic global/regional level investments in line with Gavi's strategic vision of equitable and sustained coverage of immunization (**Figure 4**). The PEF is described elsewhere⁸, and performance is **monitored through semi-annual PEF functions**, a minimum set of outcomes that are expected in all countries as a result of the support from Alliance over the five-year strategy period and aligned with Alliance KPIs, **and semi-annual milestones** defined for targeted country assistance and strategically focused global/regional level investments. The PEF Performance is monitored by countries (e.g. ICC), the Gavi Secretariat and Alliance Coordination Team and subgroups to proactively identify issues that may constrain progress and take remedial actions as needed.

⁶ <http://www.gavi.org/results/measuring/2016-2020-indicators/>

⁷ <http://www.gavi.org/about/governance/gavi-board/minutes/2016/22-june/minutes/13---partners--engagement-framework-and-alliance-accountability-framework/>

⁸ <http://www.gavi.org/about/governance/gavi-board/minutes/2016/22-june/presentations/13---partners--engagement-framework-and-alliance-accountability-framework/>

Figure 4. Partners' Engagement Framework (PEF) structure



5) Gavi Secretariat Performance

Gavi Secretariat performance is monitored at the corporate, team and individual level semi-annually as a key component of operational management to enable delivery on the Gavi 2016-2020 Strategy and reported to the Board to address performance issues in a timely manner where relevant.

- Corporate Performance Metrics (CPM)** provide an overview of Secretariat performance by tracking three key areas of Gavi's business: 1) programmatic performance, 2) business control and oversight, and 3) enabling environment. CPM creates a strong link between the Gavi Strategy, Alliance KPIs and the Secretariat level. It includes Alliance KPIs for which the Secretariat has direct responsibility or shared accountability.
- Team Performance Metrics (TPM):** With guidance from the Secretariat leadership, teams identify on average 4 priorities that frame the Secretariat team's contribution to delivering on the 2016-2020 Strategy and provide for a regular update of teams' performance, serving as a management tool to facilitate performance dialogue between the Secretariat leadership and the internal teams.
- Individual Performance Management Process:** The Team Performance Metrics provide inputs for defining individual goals for performance as part of the dialogue between Secretariat managers and staff.

6) Country Performance

Country performance including information tracked through Grant Performance Frameworks and financial performance, PEF Functions and Targeted Country Assistance milestones and Joint Appraisal analyses and evaluation findings (where relevant) is synthesised and discussed as part of Joint Appraisal and High-Level Review Panel reviews to make decisions on support renewals and to identify areas for strengthening and further support.

- Grant Performance Framework (GPF):** Since mid-2015, Gavi has introduced GPFs specific to each country and cover the full portfolio of Gavi

support to a country. GPFs **outline explicit agreement on the metrics to measure and applicable targets of the grants' intended outcomes, intermediate results and key activities** and therefore serve as a basis for dialogue and action toward improved outcomes.

GPFs consist of two types of indicators: 1) core indicators that are standardised across all countries and link closely to Gavi strategy indicators, and tailored indicators that vary by country, depending on the specific areas of focus within each country portfolio. In order to reduce country reporting burden and minimise fragmentation, Gavi aligns indicator selection wherever possible with indicators used already by countries for example as part of their National Health Plan, costed multi-year plans (cMYPs) or national M&E frameworks, and align with metrics tracked globally, such as through the Global Vaccine Action Plan.⁹ Wherever possible, Gavi pre-populates GPFs by extracting data from existing sources rather than requiring countries to report data separately to Gavi.

Analysis of data tracked through the GPFs is fed into the grant cycle – for example through Joint Appraisals, and iterative work **to inform investment and grant management decisions**, within the context of Gavi's Country Engagement Framework (CEF) and Country Team Approach (CTA). The frequency of country reporting through GPFs varies according to the defined indicators and available data sources, but all GPFs are reviewed across Gavi countries semi-annually and reported on as part of the Alliance KPIs.

- b) **Joint Appraisals:** These multi-stakeholder reviews of the implementation progress and performance of Gavi's vaccine and financial support to the country take place annually, either in-country or remotely. The joint nature of the appraisal aims to foster stronger collaboration between government and Gavi stakeholders, and to achieve a common understanding of opportunities, challenges and critical needs for support. All Joint Appraisals include a thorough analysis of barriers and results and should identify priority areas for targeted country assistance for the next implementation period.

To inform the Joint Appraisal discussions, both the country and the Gavi Secretariat prepare analyses to inform performance review discussions. **Joint Appraisal Analysis Guidance is available** to clarify the types of suggested analyses for countries to prepare and bring to the discussion as part of the Joint Appraisal. These analyses cover overall country performance, with strong encouragement of triangulation of relevant data where appropriate (e.g. immunization coverage, disease surveillance and vaccine stock data). To ensure thorough analysis of grant-specific progress and results, **pre-JA analyses** are also prepared by the Gavi Secretariat M&E and broader Country Teams. These represent a core, minimum set of analyses focusing on grant performance that should be covered as part of any Joint Appraisal, looking across reporting completeness to target achievement across activities to outcomes, as well as compliance with Gavi's data quality and survey

⁹ http://www.who.int/immunization/global_vaccine_action_plan/en/

requirements.

- c) **High-Level Review Panel (HLRP)**: The outcomes of the **Joint Appraisal and grant performance analyses serve as the main sources of information provided to the HLRP**. The HLRP **recommends** to Gavi's Chief Executive Officer, the **approval of the renewal of Gavi support** for a subsequent year. It also reviews and makes recommendations to strengthen grant performance and accountability. To inform these reviews, **Alliance Performance Summaries** developed by the Gavi Secretariat collate key qualitative and quantitative analyses spanning GPFs, PEF and financial performance. These ensure greater consistency in review deliberations and ensure key data are duly considered.
- d) **Gavi Committees and Board**: Finally, to ensure the Board and relevant Committees are kept up-to-date on key performance challenges and progress for priority countries, **Country Summary Sheets** are made available. These are high-level in nature and capture in a standardized manner key country-specific data and qualitative assessments of performance assessed by the Gavi Secretariat.

B. Independent Evaluations

Routine monitoring identifies knowledge gaps and signals **requiring further exploration** that are addressed **in evaluations**. With oversight from the Evaluation Advisory Committee (EAC), **evaluations are commissioned** by the Gavi Secretariat evaluation team to cover a wide-range of topics of strategic interest to Gavi Board, **in accordance with Gavi Evaluation Policy** (2012), and include country grants, and Gavi programmes, strategies and policies. **Evaluations provide a basis for learning and accountability with the aim to contribute to achievement of improved results**. Endorsed by the EAC in October 2016, the approach to independent evaluations for the Gavi 2016-2020 strategy includes both 1) **country** and 2) **Alliance evaluation** components.

Principles guiding the independent evaluations conducted for the Gavi 2016-2020 Strategy:

- a) Strengthening the utilisation focus of evaluation results and their wider dissemination.
- b) Prioritising prospective evaluations whenever they are relevant.
- c) Increasing focus on measuring outcomes and impact of Gavi investments.
- d) Prioritising the evaluation of the new policies/programmes/processes implemented during the 2016-2020 Strategy.
- e) Reinforcing country engagement and ownership.
- f) Exploring evaluation synergies with other global health institutions.

1) Country evaluations

Both retrospective and prospective country portfolio evaluations are commissioned to provide more in-depth information to enhance accountability and generate

learning for countries with ongoing Gavi support and for those fully self-financing (end of Gavi support).

a) **Country portfolio evaluations (retrospective)**: represent focused, shorter-term efforts to assess the relevance, effectiveness, efficiency and sustainability of Gavi support to individual countries. These evaluations cover the full portfolio of Gavi support including new vaccine and Health Systems and Immunisation Strengthening (HSIS) support and PEF.

i) For **countries with ongoing Gavi support** (i.e. countries in the initial self-financing, preparatory transition or accelerated transition phases), country portfolio evaluations will be conducted every 3-5 years in selected countries for both summative and formative purposes.

- From a summative perspective, evaluations will generate learning regarding the design and implementation experience to date, the extent to which intended results have been achieved, the extent to which Gavi support is helping countries on their pathway to programmatic and financial sustainability, positive and negative unintended consequences, etc.

- From a formative perspective, evaluations will generate learning to help inform future investments in the programme for the next round of the grant cycle and to strengthen implementation and support modalities as needed.

ii) For **fully self-financing countries**, evaluations conducted approximately two years after Gavi support ceases generate end-of-support learning aligned with Gavi's Evaluation Policy with a strong focus on the extent to which the country has achieved programmatic and financial sustainability, and the ways and extent to which various Gavi support mechanisms have or have not contributed to this. These evaluations aim to generate country-specific as well as cross-country learning to help to prepare for the transition and to improve programmatic and financial sustainability across the portfolio of Gavi supported countries. Country-specific end-of-support evaluations will be prioritised based on country context, risk and impact profiles and based on Alliance business needs (e.g. to inform development/refinement of strategies, policies and programmes).

b) **Prospective country evaluations**

These comprehensive evaluations will be implemented in a sub-set of countries with the overall purpose of strengthening immunisation programmes and Gavi support to countries. The objectives are to:

- generate evidence and learning to help inform Gavi support and grant management processes and strengthen delivery of results;
- inform country decisions to apply for new Gavi support and the development of proposals for new requests for support;
- strengthen the understanding of immunisation financing by source, trends over time and current and future needs; and
- generate timely learning to inform country level planning and programme reviews with timely feedback loops to help improve immunisation coverage and equity. These include, for example, Joint Appraisals, annual planning and budgeting cycles, health sector and programme-specific reviews.

The key features of the prospective country evaluations are:

- Evaluation study design established in advance and implemented concurrently with programme implementation.
- Entire results chain covered, from inputs to impact.
- Contextual factors that affect implementation examined and fully documented, both positive and negative unintended consequences.
- Frequent reporting of results through timely feedback loops to generate learning and inform improvements, including responding to Board and donor requests.
- Implemented by independent evaluators, but utilizes Gavi routine monitoring information. Examples include the Full Country Evaluations (FCE) first phase (2013-16) and second phase (2017-19).

2) Alliance evaluations

Thematic cross-country evaluations (retrospective or prospective) of key Gavi strategies, policies and/or programmes during the 2016-2020 period. Examples include retrospective evaluation of implementation of the Supply and Procurement Strategy, and the Eligibility and Transition and Co-financing and Gender Policies. Potential prospective cross-country evaluations may include PEF Targeted Country Assistance (TCA) and the Cold Chain Equipment Optimisation Platform (CCEOP). Thematic Alliance evaluations have a tracked management response detailing Gavi implementation of corrective actions in response to evaluation findings and available on the Gavi website.

C. Other Synthesis and Learning

In the 2016-2020 period, **strategic analyses** are performed routinely and used to synthesise monitoring data to understand performance, identify bottlenecks to delivery of results and generate lessons learned to inform future directions. Sources of immunization coverage data (i.e. from routine administrative data systems and surveys, WHO/UNICEF Estimates of Immunization Coverage), disease surveillance and vaccine stock and supply data are regularly triangulated to overcome limitations with existing data sources and to improve our understanding of country performance. Additionally, programme outcomes and health, economic and other impact data are analysed to inform discussions on countries or areas of strategic prioritization (i.e. Gavi strategies, policies and programmes).

The Gavi Secretariat M&E Team occasionally commissions **targeted assessments**, or special studies, to **fill critical evidence gaps** identified by the Gavi Board with the aim of optimizing programmes through strengthened programme management to increase coverage and equity (e.g. implementation research), inform evidence-based decision-making (e.g. Vaccine Investment Strategy, World Health Organization Strategic Advisory Group of Expert recommendations), demonstrate impact or return on investment (e.g. vaccine impact evaluations) and mitigation of risks to the sustainability of country immunization and Gavi programmes.

Thematic reviews are conducted internally or commissioned externally to **synthesise findings on priority issues** across the M&E framework, utilizing available information through routine monitoring, evaluations and targeted

assessments and sometimes supplemented with additional primary data generated on a targeted basis. A thematic review may be commissioned as and when needed, for example, to synthesise learning across programmes.

The use of information and learning across the M&E Framework to inform strategy, policy and programme improvement and to drive results across the Alliance is paramount to sustain Gavi's evidence-based culture as a learning organisation. Each component of the M&E framework incorporates a strong utilisation focus adopted to ensure timely feedback of information in a systematic and timely manner to contribute to improvements planning, implementation and delivery on the Gavi 2016-2020 Strategy.

III. Operationalizing the M&E Framework

To implement the Gavi M&E Framework, the Gavi Secretariat, countries and Alliance partners will have to change the way we work together adapting our country engagement model, optimizing Gavi support mechanisms, strengthening Alliance communication and coordination, restructuring teams as needed, prioritizing support and accountability.

Some components of this high-level framework are supplemented with more detailed strategies, operational guidelines, standard operating procedures, results frameworks and work plans to facilitate effective implementation. These tools help to coordinate and focus our efforts for successful implementation of the M&E Framework.

In pursuant to the principles outlined in section *I. Introduction* of this document, the implementation of the M&E Framework seeks to align with relevant existing initiatives and to reduce the burden to countries while enhancing our approach to M&E including through strengthened accountability. Work across the M&E Framework—and especially for routine monitoring—builds upon various streams of work led by Alliance partners as part of their core mandate to support countries to implement and monitor programmes.

As detailed in previous sections of this document, countries, Alliance partners and the Gavi Secretariat all have important roles in implementing the M&E Framework and using data for action to ensure delivery of results for the 2016-2020 strategy. The Gavi Secretariat is responsible for coordinating the implementation of the M&E Framework in close partnership with countries and Alliance partners through our country engagement model and use of coordination and communication fora (e.g. Regional Working Groups, PEF Management Team, Alliance Coordination Team, etc.), commissioning and assuring quality implementation of relevant activities, and reports regularly to the Gavi Board and respective Board and Advisory Committees.

The Programme and Policy Committee (PPC) assists the Gavi Board in providing programmatic and policy oversight including advice for M&E components of programmes and policies, for example, the PEF and Country Performance management, strategy and Alliance KPIs, and targeted assessments. The PPC also uses information generated through the M&E Framework to inform recommendations.

In line with its Charter, the Gavi Evaluation Advisory Committee has responsibility for oversight of Gavi's evaluation activities.¹⁰ It provides guidance on evaluation strategies and approaches and reviews and approves multi-year work plans and terms of reference for evaluations that are large and of key strategic importance to the Board. The Evaluation Advisory Committee also reviews and reports to the Board on the quality and usefulness of evaluation reports that are completed.

The Gavi Board provides strategic direction and monitors implementation of the M&E Framework as part of the broader Gavi strategy and operations and uses information generated through the M&E Framework to inform policy decisions.

¹⁰ <http://www.gavi.org/library/gavi-documents/legal/evaluation-advisory-committee-charter/>

Annex 1. One page summary of Gavi strategy and indicators

Mission	<p>Aspiration 2020</p> <p>Under-five mortality rate Future deaths averted Future DALYs* averted Number of children vaccinated with Gavi support Vaccines sustained after transition</p> <p>10% reduction 5-6 million >250 million >300 million 100%</p>			<p>Disease dashboard</p> <p>Actual decrease in disease burden:</p> <ul style="list-style-type: none"> Hepatitis B Rotavirus diarrhoea Measles
Principles	<ul style="list-style-type: none"> Country-led Community-owned Globally engaged Catalytic & sustainable Integrated Innovative Collaborative Accountable 			
Goals	<p>1 Accelerate equitable uptake and coverage of vaccines</p>	<p>2 Increase effectiveness and efficiency of immunisation delivery as an integrated part of strengthened health systems</p>	<p>3 Improve sustainability of national immunisation programmes</p>	<p>4 Shape markets for vaccines and other immunisation products</p>
Objectives	<p>A. Increase coverage and equity of immunisation</p> <p>B. Support countries to introduce and scale up new vaccines</p> <p>C. Respond flexibly to the special needs of children in fragile countries</p>	<p>A. Contribute to improving integrated and comprehensive immunisation programmes, including fixed, outreach and supplementary components</p> <p>B. Support improvements in supply chains, health information systems, demand generation and gender-sensitive approaches</p> <p>C. Strengthen engagement of civil society, private sector and other partners in immunisation</p>	<p>A. Enhance national and sub-national political commitment to immunisation</p> <p>B. Ensure appropriate allocation and management of national human and financial resources to immunisation through legislative and budgetary means</p> <p>C. Prepare countries to sustain performance in immunisation after graduation</p>	<p>A. Ensure adequate and secure supply of quality vaccines</p> <p>B. Reduce prices of vaccines and other immunisation products to an appropriate and sustainable level</p> <p>C. Incentivise development of suitable and quality vaccines and other immunisation products</p>
Goal-level indicators	<ul style="list-style-type: none"> Reach of routine coverage: pentavalent 3rd dose, measles 1st dose Breadth of protection: average coverage across supported vaccines Equity of coverage and barriers based on: <ul style="list-style-type: none"> geography wealth quintiles education of mothers/female caretakers fragile state status 	<ul style="list-style-type: none"> Supply chain: % countries meeting Effective Vaccine Management benchmarks Data quality: difference between administrative coverage and surveys Access, demand and service delivery: pentavalent 1st dose coverage and drop-out rate Integration: % countries meeting benchmark for integrated service delivery Civil society: % countries meeting benchmark for civil society engagement for improved coverage and equity 	<ul style="list-style-type: none"> Co-financing: % countries fulfilling co-financing commitments Country investments: % countries with increasing investments in routine immunisation per child Programmatic sustainability: % countries on track for successful transition Institutional capacity: % countries meeting institutional capacity benchmarks for national decision making, management and monitoring 	<ul style="list-style-type: none"> Sufficient and uninterrupted supply: % vaccine markets where Gavi supply meets demand Reduction in price: reduction in weighted average price of fully vaccinating a child with pentavalent, pneumococcal and rotavirus vaccines Innovation: number of vaccines and immunisation products with improved characteristics procured by Gavi Healthy market dynamics: % vaccine markets with moderate or high health
Strategic enablers	<ul style="list-style-type: none"> Country leadership, management & coordination Resource mobilisation Advocacy Monitoring & evaluation 			

* Disability-adjusted life years (DALYs) is a measure of overall disease burden, expressed as the number of years lost due to ill health, disability or early death.

Annex 2. List of Acronyms

AFF	Alliance Accountability Framework
CCEOP	Cold Chain Equipment Optimisation Platform
CEF	Country Engagement Framework
CPM	Corporate Performance Metric
CTA	Country Team Approach
EAC	Evaluation Advisory Committee
FCE	Full Country Evaluations
GPF	Grant Performance Frameworks
HLRP	High-Level Review Panel
HSIS	Health Systems & Immunisation Strengthening
IHP	International Health Partnership
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
PEF	Partners' Engagement Framework
PMP	Performance Management Process
PPC	Programme and Policy Committee
SFA	Strategic Focus Area
TCA	Targeted Country Assistance
TPM	Team Performance Metrics