

FOR DECISION**GAVI Evaluation****Background**

At the March 2009 retreat, the GAVI Alliance Board reviewed the evaluation of GAVI conducted for the period of 2000-2005. At the retreat, the Board also provided the following guidance for the way forward on an evaluation that would cover 2006-2010.

- The evaluation should be as close as possible to ‘real-time’ in order to be useful in planning for 2011-2015
- The focus of the evaluation should be on GAVI added value and outcomes
- The evaluation should cover the entirety of GAVI’s history (2000 – to present)

Objectives

The evaluation covering the entirety of GAVI from 2000-2010 will assess GAVI Alliance’s results and added value at global and national levels since inception and focus on the years 2006 to the present.

The expected results will help expand the strengths and address any identified weaknesses of the GAVI Alliance in order to improve the capacity of the Alliance to achieve its mission. The evaluation will answer the following questions:

- To what extent has the GAVI Alliance met its four strategic goals?
- To what extent has the GAVI Alliance added value at the global and country levels, over and above what would be accomplished without the Alliance?

Process

The evaluation is one of the activities of the approved 2009-2010 work plan and budget. The terms of reference for the evaluation were guided and developed by recommendations from the GAVI Alliance Board at the March 2009 retreat as well as by the Policy and Programme Committee discussion at their April 2009 meeting. The terms of reference were also shared with the Executive Committee of the Board, and revised to reflect comments received.

Activities

The terms of reference (see Annex 1) for the evaluation define:

- Purpose
- Scope
- Questions to be answered

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- Methodology
- Evaluation criteria
- Process for selection
- Expected deliverables
- Timeline
- Criteria for evaluation team
- Management of evaluation

Bidders are strongly encouraged to propose innovative methodological approaches in response to the evaluation questions.

For decision and next steps

The GAVI Alliance Board is requested to:

- Approve the terms of reference for the evaluation of GAVI from 2000-2010

The evaluation process will be managed by the Secretariat and guided by the Board evaluation committee. A call for proposals referencing the terms of reference for the evaluation will be released shortly after the Board meeting. A final evaluation report will be presented by mid-2010.

Annexes

- Terms of reference for GAVI evaluation for the period of 2000-2010

ANNEX 1

Terms of Reference

GAVI Evaluation 2000-2010 (draft 15 May)

Purpose of the evaluation

The evaluation is being commissioned by the GAVI Alliance Secretariat at the request of the Alliance Board. The purpose is to assess GAVI results and the partnership added value over and above what would be accomplished without the partnership.

The expected results will help expand the strengths and address the weaknesses of the GAVI Alliance in order to improve the capacity of the Alliance to achieve its mission.

Context

The GAVI Alliance was launched in 2000 to increase immunisation coverage and reverse widening global disparities in access to vaccines. Governments in donor and developing countries, UNICEF, WHO, the World Bank, non-governmental organisations, foundations, vaccine manufacturers, and public health and research institutions work together as partners in the Alliance to achieve common immunisation goals, in recognition that only through a strong and united effort can much higher levels of support for global immunisation be generated.

The GAVI Alliance mission is to save children's lives and protect people's health by increasing access to immunisation in poor countries. The GAVI Alliance Strategy positions GAVI's work within the broader context of child survival and the Millennium Development Goals. The Alliance also makes a major contribution to meeting global goals outlined in the WHO/UNICEF Global Immunisation Vision and Strategy (GIVS) by supporting immunisation programmes and health systems in the world's poorest countries.

GAVI has defined the following strategic goals for 2007-2010:

- Contribute to strengthening the capacity of the health system to deliver immunisation and other health services in a sustainable manner
- Accelerate the uptake and use of underused and new vaccines and associated technologies and improve vaccine supply security
- Increase the predictability and sustainability of long-term financing for national immunisation programs
- Increase and assess the added-value of GAVI as a public private global health partnership through improved efficiency, increased advocacy, and continued innovation

The 2007 - 2010 Roadmap translates the long-term strategy into annual milestones for the years 2007, 2008, 2009 and 2010. For more information on the GAVI Alliance, please consult the website at www.gavialliance.org

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Evaluation scope

This evaluation will assess GAVI Alliance's results and added value at global and national levels. The results will be considered by the Board in the planning and development of GAVI's next phase of operations (2011-2015).

An initial evaluation of GAVI, focused mainly on process, was completed in 2008 and covered the first five years of GAVI (2000-2005). This evaluation, to commence in the 4th quarter of 2009, will focus on GAVI's on the years 2006 to the present. The evaluation should also review the extent to which the strengths and weaknesses identified in the Phase I evaluation have been sustained or addressed.

Evaluation questions

The main questions to be answered by the evaluation are as follows:

- To what extent has the GAVI Alliance met its four strategic goals?
To what extent has the GAVI Alliance added value at the global and country levels, over and above what would be accomplished without the Alliance?

Methodology

The primary audience is the GAVI board and the secondary audience is the GAVI Secretariat and partners. Firms bidding on the evaluation are strongly encouraged to propose innovative methodological approaches in response to the evaluation questions.

The following principles should also guide the methodology:

- Be issue oriented, forward looking and cost effective.
- Capitalise on ongoing and past findings.
- Take advantage of relevant venues for stakeholder feedback. (Regional Working Group meetings, etc)

Moreover, to ensure credibility, the Evaluation should be conducted in accordance with the following principles:

- a) Independence and impartiality
- b) Involvement of stakeholders
- c) Transparency
- d) Reference to international norms and definitions such as the OECD Development Assistance Committee (DAC) principles

Awards and evaluation criteria

This contract will be awarded in two phases:

Phase 1: pre-selection

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The RFP will request all potential contractors to submit an initial proposal (see selection below for more details on content). GAVI Alliance will pre-select two to three contractors with an innovative evaluation plan to prepare a detailed proposal. Each of these pre-selected firms will be awarded US\$20,000 to support the preparation of a detailed proposal.

The initial proposals will be scored and ranked according to the criteria below:

Technical factors (100%)	% of total score
Understanding and operationalisation of the evaluation questions.	25%
Appropriate evaluation framework	25%
Relevant counterfactuals	20%
Demonstrated expertise of the contractor	30%

Phase 2: final selection

Detailed proposals from the pre-selected firms will be reviewed by a selection committee. One firm will receive a contract (up to US\$ 785,000) for the implementation of the evaluation.

The final proposals will be scored and ranked according to the criteria below:

Technical factors (80%)	% of total score
Demonstrated understanding and operationalisation of the evaluation questions.	50%
Appropriate and innovative methods proposed for undertaking the work.	
Timeline of activities along with the required deliverables, including starting and ending dates for completion of all work.	
Ability of the bidder to carry out scope of work (based on qualifications of the team, including CVs of key experts).	30%
Demonstrated expertise of the contractor in analytical methods and country-based survey research (qualitative and quantitative).	
Partnership with institutions in developing countries	
Financial factors (20%)	
Overall cost	10%
Realistic costing of the proposal	10%

Process

Phase 1: Pre-selection (initial proposals)

Following the issue of the RFP, all interested contractors are invited to submit an initial proposal (not to exceed 10 pages) which describes:

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- Evaluation framework with the key questions to be addressed
- Evaluation methods/approaches
- Proxy indicators for the measurement of the strategic goals
- Proposed counterfactuals (ie. what might have happened if donors had made alternative investments.
- Team's experiences dealing with complex evaluation studies
- Team composition with summary CVs

At this stage it is not required to provide:

- Detailed evaluation plan
- Detailed financial proposal
- Detailed CVs of the evaluation teams

Phase 2: final selection (final proposals)

The final proposal will include the evaluation framework, detailed description of the evaluation methodology, criteria and rationale for choice of country studies, and a detailed work plan, budget and timeline. The final proposal should also specify personnel, person-months and costs for each stage of work, as well as costing any site visits proposed. Additional guidelines for development of final proposals will be issued to bidders who are invited to submit final proposals.

Deliverables**Expected deliverables**

- During the implementation, the evaluation team will provide monthly progress reports
- Draft report:
 - o To be delivered by 15 March 2010
 - o To be reviewed by the advisory committee
- Final report:
 - o To be delivered by 30 April 2010
 - o Incorporating comments on the draft report
- PowerPoint presentation of the study
- Short summary report for public dissemination

Timeline

Note: All 'Event Dates' shall be executed by 5PM EST time

Deliverable	Date
RFP issued	week of June 2009
Receipt date of initial proposals	30 June 2009
Pre-selection of 2-3 contractors	10 July 2009
Submission of the final proposals	31 August 2009
Selection of the winning contractor	7 September 2009
Award contract to selected firm	21 September 2009
Monthly reports	End of each month

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Submission of a draft report	15 March 2010
Submission of final report	30 April 2010

Evaluation Team

The Evaluation Team will be selected by an independent review panel established by GAVI.

The Evaluation Team could comprise an organisation or consortium of both public and private entities to cover the range of competencies required. Applications from institutions based in developing countries institutions are strongly encouraged.

Collectively, the Evaluation Team should demonstrate experience and competencies in the following areas:

- a) evaluation of initiatives involving multiple organisations;
- b) advanced evaluation methods, including both qualitative and quantitative methods;
- c) health sector issues, and design and methodology for social development and health system impact evaluations, with an emphasis on experience in developing countries;
- d) ability to draw on short-term expertise and resources through collaboration with global, regional or national research institutions or other organisations as required;
- e) capacity in, or access to, multilingual skills relevant to country studies;
- f) management of large, complex evaluations;
- g) partnership with developing countries institutions;
- h) global health architecture and public private partnership initiatives.

The Evaluation Team should be headed by a Team Leader with a demonstrated track record in managing complex projects with collaborative partners and interdisciplinary teams of analysts. Specific competencies should include:

- a) ability to coordinate multiple assessments of the evaluation, and compile these effectively into a synthesis report;
- b) excellent communication skills including writing and presentation skills;
- c) ability to meet tight deadlines with quality products.

The composition of the team should be presented in detail in the final proposal, including a break-down of the tasks assigned to each, estimated time taken, possible visits to be made to consult stakeholders and other work tasks. An organogram illustrating the reporting lines, together with a description of the organisation of the team structure should support the proposal. The full curriculum vitae of each member of the team should be included as an Annex to the final proposal.

Management of the evaluation

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The GAVI Alliance Secretariat is responsible for conducting the bidding process, the selection of the contractor and the management of the evaluation. In carrying out these functions, the Secretariat is advised by the GAVI Board.¹

¹ A proposal for a Board led evaluation committee has been reviewed by the Governance committee and will be presented to the full board for approval in June. It is proposed that this committee would guide the Secretariat on behalf of the Board.