

Gavi Balanced Scorecard

JUNE 2023 – BETA VERSION

A balanced scorecard is a key tool for transparent & systematic overview of Gavi's performance

Context & Problem-statement

Room to improve consistent, holistic and systematic review of performance across key areas of priority for Gavi, both internally and with governance bodies



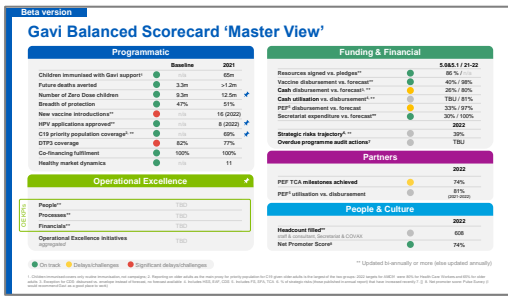
Key objectives

Provide a holistic, systematic, high-level view of performance with **deep-dive modules** for **governance fora** (incl. Board, PPC, AFC) and **partners engagement** to support discussion and decision making

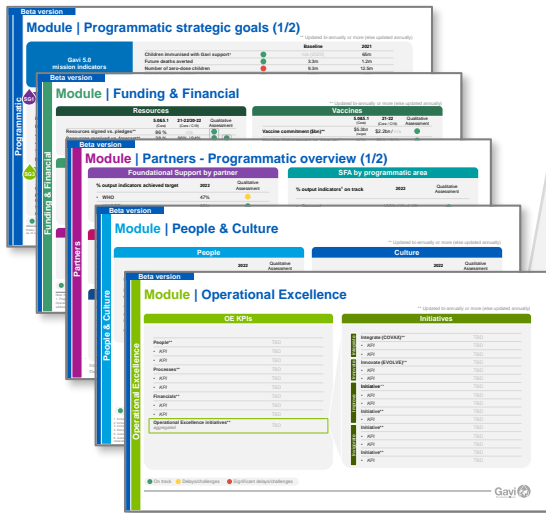
Current 'beta version' consists of a 'master view' & five 'modules across key areas, targeted at specific audiences

Indicators on the Master view to be reported on consistently over time

Master view



Modules



Indicators on Modules to be selected with more flexibility over time

	Board	AFC	PPC	Governance Committee
Master View	✓	✓	✓	✓
Programmatic	✓		✓	
Funding & Financial	✓	✓		
Partners	✓			
People & Culture	✓			✓
Operational Excellence	✓	✓		✓

Draft – Gavi Balanced Scorecard ‘Master View’

Programmatic

		Baseline (2020)	2022
Children immunised with Gavi support ¹	●	0	65m (2021)
Future deaths averted	●	0	>1.2m (2021)
Number of Zero Dose children	●	9.3 m (2019)	12.5 m (2021)
Breadth of protection	●	47% (2019)	51% (2021)
New vaccine introductions**	●	n/a	16
HPV applications approved**	●	n/a	2
C19 priority population coverage ^{2, **}	●	n/a	69%
DTP3 coverage	●	82% (2019)	77% ³ (2021)
Co-financing fulfilment	●	100%	100% ⁴
Healthy market dynamics	●	n/a	10

Operational Excellence

		2022
OE KPIs	Gavi Pulse Survey	● 61% (average score of GPS)
	End-to-end time to disburse ⁵	● 16.5 mths
	OPEX optimisation ⁶	● US\$ 120 m / US\$ 41 m Gavi core / COVAX
	Operational Excellence initiatives** <i>aggregated</i>	●

● On track ● Delays/challenges ● Significant delays/challenges ● No target / TBD

Funding & Financial

		5.0&5.1 / Q1 23
Resources signed vs. pledges**	●	86% / n/a
Vaccine disbursement vs. forecast**	●	46% / 106%
Cash disbursement vs. forecast ^{7, **}	●	31% / 42%
Cash utilisation vs. disbursement ^{8, **}	●	n/a/ 90% (Dec 2022)
PEF ⁹ disbursement vs. forecast	●	35% / 59%
Secretariat expenditure vs. forecast**	●	36% / 76%
<i>Risk & Audit update</i>		2022
Strategic risks trajectory ^{10, **}	●	39%
Overdue programme audit recommendations ¹¹	●	152 (Mar 2023)

Partners

		2021-2022
PEF TCA commitment	●	42%
PEF TCA milestones achieved ¹²	●	60% (2022)
PEF ⁶ utilisation vs. disbursement	●	88%

People & Culture

		2022
FTE ^{13, **}	●	390+130 / 130
Gavi staff + Gavi consultants / COVAX		Gavi core / COVAX (end Feb 2023)
Net Promoter Score ¹⁴	●	74%

** Updated bi-annually or more (else updated annually)

1. Children immunised covers only routine immunisation, not campaigns 2. Reporting on older adults as the main proxy for priority population for C19 given older adults is the largest of the two groups: 2022 targets for AMC91 were 80% for Health Care Workers and 65% for older adults 3. Early administrative reports on 2022 DTP3 vaccination show signs of recovery with increased vaccinations vs pre-pandemic 4. Pending decision on waiver request for South Sudan 5. E2E time to disburse: From Application to Disbursement, cash grants only HSS, EAF, VIGs, Ops 6. Operating Expenditure is Secretariat operating expenditure excl. PEF OPEX (Studies & Evals), including IFFIm 7. Exception for CDS: disbursed vs. envelope instead of forecast, no forecast available 8. Includes HSS, EAF, CDS 9. Includes FS, SFA, TCA; Only for Core partners 10. % of strategic risks (those published in annual report) that have increased recently 11. Recommendations addressed to implementing countries 2015-Sep 2019, represents available data updated to September 2019 12. Includes all partners, WHO and UNICEF TCA milestones achieved 'on track' with 76% 13. Approved FTE, excl. vacancy factor of 5%; 14. Net promoter score: Pulse Survey (I would recommend Gavi as a good place to work)

Draft - Module | Programmatic strategic goals (1/2)

** Updated bi-annually or more (else updated annually)

Gavi 5.0 mission indicators

		Baseline (2020)	2021
Children immunised with Gavi support ¹	●	0	65m
Future deaths averted	●	0	>1.2m
Number of zero-dose children	●	9.3m (2019)	12.5m
Future DALYs ² averted	●	0	>59m
Economic benefits unlocked	●	0	>\$18.9bn

SG1

Strategic goal 1

Introduce and scale up vaccines

		Baseline (2019)	2022
Breadth of protection	●	47%	51% (2021)
New vaccine introductions**	●	n/a (2020)	16
• HPV applications approved**	●	n/a	2
• Malaria applications approved**	●	n/a	3
Timely outbreak detection	●	25% ³	27.6% (2021)
Measles campaign coverage	●	25%	37.3% (2021)

SG2

Strategic goal 2

Strengthen health systems

		Baseline (2019)	2021
DTP3 coverage	●	82%	77% ⁷
Geographic equity of DTP3	●	67%	62%
DTP dropout	●	6%	7%
MCV1 coverage	●	81%	77%

SG3

Strategic goal 3

Improve sustainability

		Baseline (2021)	2022
Co-financing fulfilment	●	100% (2020)	100% ⁴
Preventing backsliding in Gavi-transitioned countries	●	8 countries ⁶	TBU
Vaccine intro in transitioned & never-eligible countries	●		-

SG4

Strategic goal 4

Ensure healthy markets

		Baseline	2022
Healthy market dynamics	●	n/a	10
Incentivise innovations	●	n/a	9
Scale-up innovations	●	n/a	2

● On track ● Delays/challenges ● Significant delays/challenges ● No target / TBD

1. Children immunised covers only routine immunisation, not campaigns 2. Disability Adjusted Life Years 3. Baseline for timely outbreak detection is average of 2018–2020; 4. Pending decision on waiver request for South Sudan; 6. Baseline for preventing backsliding set for 2021 as of July 2022 7. Early administrative reports on 2022 DTP3 vaccination show signs of recovery with increased vaccinations vs pre-pandemic

Draft - Module | Programmatic drivers (2/2)

** Updated bi-annually or more (else updated annually)

SG1 Strategic goal 1 Introduce and scale up vaccines

		2022
Timeliness of vaccines launches ^{1, **}		288 days
Vaccine shipment vs. forecast (Core)**		99% (2021-22)
Vaccination campaigns conducted		23
Campaigns achieving target coverage		TBU ²
Approved measles applications upon first IRC**		55%
C19 doses allocated vs. requested**		100%

SG2 Strategic goal 2 Strengthen health systems

		2022
EAF & FPP applications approved (cumulative) ⁸		8 FPP & 7 EAF 2023: +3 FPP, +7 EAF
Approved EAF & FPP grants allocated to ZD		\$20.8m
Cash disbursement vs. forecast ^{9, **}		79% (2021-22)
CDS3 applications approved**		37 (Apr 23)

SG3 Strategic goal 3 Improve sustainability

		2022
Primary Health Care expenditure ³		82% (2020)
RI coverage in transitioned countries ⁴		59% (2021)
MICs countries engaged with introducing new vaccines / mitigating backsliding		n/a / 71% (2021)

SG4 Strategic goal 4 Ensure healthy markets

		2022
Sufficient and uninterrupted availability of vaccine products that adequately meet programmatic needs		10
Alliance healthy markets activities ¹⁰		82%

Cross-cutting

		2022
Cash going through government systems (Core) ⁵		41% (2021-2022)
HSS, EAF & TCA allocated to CSOs ^{6, **}		28%
Time taken from IRC to disbursement ^{7, **}		9.96mths (2021)

		2022
PEF ¹¹ allocated to Local / Expanded Partners ^{12, **}		2% / 24% (2021-22)
PEF ¹¹ utilisation vs. disbursement		88% (2021-22)
Partner TCA milestones achieved ¹³		60%

On track Delays/challenges Significant delays/challenges No target / TBD

1. Median time (days) between target vaccine launch date approved by IRC and actual launch date, among Gavi-supported routine intros and campaigns in a calendar year. 2. Update for this indicator on 2022 campaigns will be available by Q3 2023. 3. % of countries with increasing domestic government PHC expenditure per capita relative to baseline (2017-2019). 4. % of former-Gavi countries that maintain or increase DTP3 coverage relative to transition year. 5. Includes countries & funding using government systems only; Same methodology than the Board approved target of '55% by 2025'. 6. Approved funding allocated to Civil society (formal and informal, non-governmental and not-for-profit organisations that represent the interests, expertise and values of communities (including CBOs, CSOs, FBOs, INGOs, civil society networks, non-governmental organisations, local professional associations, not for profit advocacy organizations)); CSOs: Global CSOs and Local CSOs. 7. Average time between IRC recommendation for approval and cash grant disbursement for new support: funding levers included: TCA, HSS, EAF, VIGs and Ops and Vaccine Switch Grants. 8. FPP: 7 approved in 2022, 1 approved in 2021, Additionally, Syria NWS FPP approved in 2021; EAF: 8 EAF submitted (and reviewed) in 2022. 7 full or partial-approvals, 1 sent to re-review. 9. Includes EAF, HSS, CDS; CDS: disbursed vs. envelope instead of forecast given forecast not available for CDS. 10. Percentage of planned Alliance activities on track to ensure supplier sustainability, competitive dynamics, and to address unbalanced demand for appropriate products. 11. Includes FS, SFA, TCA. 12. Local partners include Local Private Sector (for profit), Local CSO; Expanded partner incl. other UN, Semi-state / Gvt. Linked org., Individual contractor, Global private sector (for profit), Global CSO; 13. Includes all partners, WHO & UNICEF TCA milestones achieved 'on track' with 76%.

Draft - Module | Funding & Financial

** Updated bi-annually or more (else updated annually)

Resources

	Q1 2023	5.0&5.1	Q1 2023
Resources signed vs. pledges**	●	86%	n/a
vs. forecast Resources received vs. forecast** (Core)	●	48%	147%
Resources received vs. forecast** (COVAX)	●	96%	52%
Liquidity in months forecast expenditure ^{1,2, **}	●	n/a	12.9

Vaccines

	Q1 2023	5.0&5.1	Q1 2023
Vaccine commitment (\$bn)**	●	\$5.5bn (target)	\$4.1bn
vs. forecast Vaccine disbursement vs. forecast (Core)**	●	46%	106%
• HPV	●	32%	200%
• Malaria	●	25%	158%
Vaccine disbursement vs. forecast (C19)**	●	85% (20-22)	\$0m
Vaccine shipment vs. forecast (Core)**	●	41%	78%
Vaccine shipment in volume (C19)**	●	1.9bn	42m
Co-financing fulfilment ³	●	n/a	10% ³
Annual Vx Requirement ⁴ consumed**	●	n/a	93% (Dec 22)

Cash programmes

	Q1 2023	5.0&5.1	Q1 2023
vs. forecast Cash ⁵ commitment (\$bn)** (Partners / MoH)	●	\$2.7bn (target)	\$0.8bn
Cash ⁵ disbursement vs. forecast** (Partners / MoH)	●	31%	42%
Cash ⁵ utilisation ¹ vs. disbursement** (Partners / MoH)	●	n/a	90% (Dec 22)
Cash ⁶ going through government systems**	●	n/a	41% (2021-22)
CDS committed / approved / disbursed	●	\$1.4bn / \$0.9bn / \$0.8bn	

PEF

	Q1 2023	5.0&5.1	Q1 2023
vs. forecast PEF ^{7a} commitment (\$bn)	●	\$1.2 bn (target)	\$1.1 bn
PEF ^{7b} disbursement vs. forecast	●	35%	59%
PEF ^{7c} utilisation ¹ vs. disbursement ⁸	●	n/a	88% (Dec 22)

Operating Expenditure

	Q1 2023	5.0&5.1	Q1 2023
vs. forecast Secretariat expenditure ¹ vs. forecast**	●	36%	76%
COVAX expenditure ¹ vs. forecast**	●	n/a	75%
Overhead ratio ⁹	●	n/a	2.7% / 0.4% Core / COVAX (22)

Risk

	2021	2022	
Risks beyond Board approved risk appetite	●	16%	5.6%
Strategic risks trajectory ^{10, **}	●	11%	39%
Gavi material risk exposure ^{11, **}	●	58%	44%
Overdue internal audit actions ¹²	●	87 (Aug 22)	72 (Mar 23)
Overdue programme audit recommendations ¹³	●	n/a	152 (Mar 23)

● On track ● Delays/challenges ● Significant delays/challenges ● No target / TBD

Note: For definitions, refer to the AFC May 11, 2023: Management reporting update deck; Forecasts are available for disbursement, not for commitment on Vaccines, Cash programmes and PEF envelope; 1. Secretariat-level cash spent or to be spent designated as 'expenditure'; Country or partners-level cash spent designated as 'utilisation' 2. Target: 9 months as per Programme Funding Policy 3. Pending decision on waiver request for South Sudan 4. Annual Vaccine Requirement: Percentage of forecasted Annual Vaccine Requirement (AVR) consumed year-to-date (by antigen) 5. Core: HSIS and other cash programmes; C19: CDS 6. Includes countries & funding using government systems only; Same methodology than the Board approved target of '55% by 2025' 7a. Includes FS, SFA, TCA and PII and Procurement fees 7b. Includes FS, SFA, TCA 7c. Includes FS, SFA, TCA for Core partners only 8. no RAG status for PEF utilisation vs. disbursement considering delayed disbursement 9. Overhead expenses are the aggregate of the Gavi's group fundraising, management and general expenses. Overhead expenses exclude indirect programme expenses; COVAX overhead reported on 2020-22 10. % of strategic risks (those published in annual report) that have increased recently 11. % of very high and high risks reported by teams in the TPM 12. Includes Medium and High risk audit actions addressed to the Secretariat 13. Recommendations addressed to implementing countries 2015-Sept 2019, represents available data updated to Sept 2019

Draft - Module | Partners - Programmatic overview (1/2)

Foundational Support by partner

% output indicators achieved target		2022
• WHO	●	47%
• UNICEF	●	85%
• World Bank & CDC/F	●	100%

TCA by country segment

% milestones achieved (all partners ¹)		2022
• High Impact countries	●	65%
• Fragile & Conflict countries	●	71%
• Core countries	●	55%

TCA by partner

% milestones achieved		2022
• WHO	●	76%
• UNICEF	●	76%
• World Bank & CDC/F	●	39%
• Local Partners	●	30%
• Expanded Partners ¹	●	39%

Indicators updated annually

SFA by programmatic area

% output indicators ¹ on track		2022
• Demand	●	100% (10 of 10)
• Gender	●	67% (4 of 6)
• CSCE Strategic Initiative	●	100% (2 of 2)
• Zero-dose	●	88% (7 of 8)
• Vaccination targeting	●	100% (6 of 6)
• Comprehensive Vx management	●	100% (7 of 7)
• Monitoring & Learning	●	100% (6 of 6)
• Sustainable financing in immunisation	●	100% (1 of 1)
• Leadership, Management & Health Worker Perf.		n/a

● On track ● Delays/challenges ● Significant delays/challenges ● No target / TBD

Note: Output indicators on track refers to activities that have achieved target or are facing minor delays in achieving target for 2022; 1. One key expanded partner reporting outside of the portal, excluded from analysis

Draft - Module | Partners - Financial overview (2/2)

Secretariat: Financial Performance

Commitment

		5.0 & 5.1 (budget)	2021 & 2022 ¹
TCA	●	\$524m	42%
FS	●	\$212m	97%
SFA	●	\$176m	51%

Disbursement vs. Forecast (all partners FY)

		5.0 & 5.1	2021 & 2022
TCA	●	32%	98%
FS	●	38%	102%
SFA	●	19%	90%

Partner Composition 2021 & 2022^{1,2} (commit. based)

	2021 & 2022 ¹
% funds WHO & UNICEF	69%
% funds Core (World Bank & CDC/F)	5%
% funds allocated to Local Partners	2%
% funds allocated to Expanded Partners (EPs)	24%

Partner: Financial performance

Utilisation vs. Disbursement (all partners)

		2022 disbursed ³	2022 utilisation
TCA (Core partners only)	●	\$17.5m	56%
FS (all partners)	●	\$40.2m	98%
SFA (Core partners only)	●	\$6.2m	43%

Core Partner utilisation (FS, SFA and TCA)

		2021-2022 disbursed ³	% utilisation
WHO	●	\$109.1m	90%
UNICEF	●	\$71.7m	94%
World Bank & CDC / F	●	\$12.4m	97%

Indicators updated annually

● On track
 ● Delays/challenges
 ● Significant delays/challenges
 ● No target / TBD

Note: Commitments refer to budget already committed with PRs / POs to Gavi's partners before January 15th, 2023; Utilisation refers to partner-reported utilization against disbursements; Disbursements refer to funds sent / paid to partner against the committed budget; 1. Includes Gavi 5.0 period to date (with some roll over commitments) and reflects amount allocated to Partners – MoU / Grant agreements signed; 2. Includes TCA, FS, SFA 3. 2022 budget refers to 2022 programmatic budget;

Draft - Module | People & Culture

** Updated bi-annually or more (else updated annually)

People

2022

FTE^{1, **}

(Gavi staff + Gavi consultant) / COVAX



390+130 / 130

Gavi core / COVAX
(end Feb 2023)

Filled roles vs. approved resource envelope (staff & consultant)**



86% / 90%

Gavi core / COVAX

Voluntary attrition rate of staff^{2, **}



TBU

Gavi Implementing Countries representation of staff³



19%

Gender balance of staff³ (% women)**



57%

Culture

2022

Gavi Pulse Survey



61%

(average score of GPS)

Net promoter score in Gavi Pulse Survey⁴



74%

Questions on Staff wellbeing in Gavi Pulse Survey⁵



45%

Questions on Performance enabling culture in Gavi Pulse Survey⁶



68%

● On track
 ● Delays/challenges
 ● Significant delays/challenges
 ● No target / TBD

1. Approved FTE, excl. vacancy factor of 5%; 2. Includes voluntary leave, involuntary leave, and separation (end of contracts) in percentage of average number of staff over the year; 3. Includes interns; 4. Net promoter score: **Pulse Survey** (I would recommend Gavi as a good place to work), Other TBD Exit interview question ('I would you recommend Gavi as a potential employer'); 5. Average score on 3 key wellbeing questions: a. Gavi promotes a healthy work environment, b. The Senior Management Team (SMT) demonstrates a sincere interest in employees' wellbeing, c. Stress levels at work are manageable; 6. Average score on 3 key values questions: a. I am empowered to make the decisions needed to do my job well, b. I am able to reach out to colleagues outside my team and receive their support to effectively deliver on my work, c. I can take some risk and I know I will be supported and rewarded for it, even if it will sometimes lead to mistakes (to replace the current GPS one "Mistakes are generally not held against me")

Draft - Module | Operational Excellence

** Updated bi-annually or more (else updated annually)

Master KPIs

2022

Gavi Pulse Survey		61% (average score of GPS)
End-to-end time to disburse ¹		16.5 mths
OPEX optimisation ²		\$120m / \$41m Gavi core / COVAX
Operational Excellence initiatives** <i>aggregated</i>		

Deep Dive KPIs

Cross-cutting & selected initiative specific

2022

Fin & WFP	Financials & workforce planning	
	<ul style="list-style-type: none"> FTE³ [(Gavi staff+Gavi con.)/COVAX] Overhead ratio⁴ (Core & COVAX) 	390+130 / 130 Gavi core / COVAX (end Feb 2023) 0.9%
Integrate	Integrate (COVAX)**	
	<ul style="list-style-type: none"> #/6 workstreams on track # of COVAX funded FTEs 	5/6 130

Deep Dive KPIs cont'd

Cross-cutting & selected initiative specific

2022

Innovate	Innovate (EVOLVE)**	
	<ul style="list-style-type: none"> % of manual steps % of tasks outside Gavi system 	91% 70%
Improve	Improve** <i>Aggregated</i>	
	<ul style="list-style-type: none"> Time to hire 	84 working days
	<ul style="list-style-type: none"> Time to procure Clear R&R Avg. span of control 	TBU TBU TBU
	Invigorate** <i>Aggregated</i>	
Invigorate	<ul style="list-style-type: none"> Voluntary attrition rate Questions on Wellbeing⁵ in Gavi Pulse Survey Questions on Culture⁶ in Gavi Pulse Survey % of staff gone through new onboarding 	TBU 45% TBU TBU
	Inform** <i>Aggregated</i>	
	<ul style="list-style-type: none"> Communications & change management plan on track 	

On track Delays/challenges Significant delays/challenges No target / TBD

1. E2E time to disburse: From Application to Disbursement – funding levers included: cash grants only. HSS, EAF, VIGs, Ops 2. Operating Expenditure is Secretariat operating expenditure excluding PEF OPEX (Studies & Evals), including IFFIm; 3. Approved FTE, excl. vacancy factor of 5%; 4. Overhead expenses are the aggregate of the Gavi's group fundraising, management and general expenses. Overhead expenses exclude indirect programme expenses 5. Average score on 3 key wellbeing questions: A) Gavi promotes a healthy work environment B) The Senior Management Team (SMT) demonstrates a sincere interest in employees' wellbeing C) Stress levels at work are manageable; 6. Average score of one culture question: A) I am able to reach out to colleagues outside my team to effectively deliver on my work (new)