

The MR Campaign Theory of Change:

Process evaluation studies organization of existing processes, explores strengths and weaknesses of current management practices, explores explanations for findings, and provides recommendations for improvement. Comparison between the expected processes and the existing processes is an important evaluation step. The GAVI FCE team developed a MR Campaign theory of change (TOC) to guide the process evaluation and organize findings. The TOC describes the key in-country processes necessary for successful launch of the vaccine. We readily acknowledge that our work on the TOC has just begun and that we will continuously work to illuminate specificity of processes for different implementation of different GAVI assistance, elaborate tasks and milestones that must be achieved along with implicit and explicit interdependencies that exist between elements of the TOC.

The presented TOC is specific to the planning and implementation of MR campaign. The TOC does not discuss process in which the country underwent to make decision on implementation of MR campaign and request for GAVI assistance for it. Figure 1 illustrates the TOC.

Figure 1: MR Campaign Theory of Change

	Key process	Illustrative Steps for Successful Introduction	Support for catch up vaccination during MR campaign	Data sources
a. Appropriate MR campaign designed	The programmatic design of MR campaign completed	<ul style="list-style-type: none"> The Ministry of Health, in consultation with its partners and key stakeholders, develops the design of MR campaign program. 		
b. Timely and adequate planning and budgeting	cMYP updated on time	<ul style="list-style-type: none"> Timely update of cMYP, if required 		
	National MR campaign plan developed	<ul style="list-style-type: none"> Timely decision on the campaign date Timely development/update of the implementation plan Timely submission of the plan to approval authorities Comprehensiveness of the plan including relevant implementation activities Timely communication among partners on the plan Timely communication with GAVI Identification and assignment of necessary technical assistance 		
	Introduction budget developed	<ul style="list-style-type: none"> Timely budget submission to authority 	Reallocation of EPI budget to support MR campaign?	

c. Timely approval by concerned authorities	The implementation plan and budget approved by the relevant authorities	<ul style="list-style-type: none"> • Timely review by authorities • Timely notification of the result 		
d. Sufficient funding available in time	GAVI funding disbursement requested and followed up	<ul style="list-style-type: none"> • Timely submission of request • Completeness of the request • Follow up with GAVI on the status of MR campaign funding (if relevant) 		
	GAVI MR campaign funding disbursement	<ul style="list-style-type: none"> • On schedule VIG disbursement • Full amount of MR campaign funding disbursed 		
	The disbursement of funding from MOF or partners to MOH	<ul style="list-style-type: none"> • Timely request for fund disbursement • On schedule disbursement of funds • Full amount as planned/requested 		
	The disbursement of funding from other sources (ex. donors)	<ul style="list-style-type: none"> • Timely request for fund disbursement • On schedule disbursement • Full amount as requested 		
	Distribution of funding from the national level to sub-national levels	<ul style="list-style-type: none"> • Timely communication with sub-national level on the required documentation/information • On schedule distribution of funds • Full amount as planned/requested 		

e. Population enumeration and district micro-planning completed in time	Development of micro-planning tools	<ul style="list-style-type: none"> • Timely development of micro planning tools • Timely and sufficient distribution 		
	Orientation for micro-planning	<ul style="list-style-type: none"> • Timely implementation of orientation programs 		
	Sub-district micro-planning	<ul style="list-style-type: none"> • Timely and comprehensive implementation of planning exercise 	Managers and health workers are aware for the need of catch up vaccination during MR campaign	
	Submission and consolidation of micro planning	<ul style="list-style-type: none"> • Timely submission of the plans • Completeness and accuracy of the plans • Timely consolidation and communication of the plans to relevant stakeholders 		
f. Timely and sufficient procurement of vaccine and commodities	Project of vaccine and commodity quantities	<ul style="list-style-type: none"> • Timely and accurate projection of vaccine and commodity requirements • Timely communications to relevant stakeholders 	Estimate vaccine volumes for catch up vaccinations during MR campaign	
	Procurement of vaccine/commodities	<ul style="list-style-type: none"> • Timely implementation of procurement processes 	Procure enough vaccines for catch up vaccination	
g. Cold chain and logistics system is prepared for MR Campaign	Cold chain equipment improved	<ul style="list-style-type: none"> • On schedule implementation of cold chain and supply improvement plan 		
	Logistics management improved	<ul style="list-style-type: none"> • Timely and high-quality training (Orientation) of logisticians/cold chain management 		

h. Campaign monitoring systems are available	Development of data collection tools and guidelines	<ul style="list-style-type: none"> • Timely development of data collection tools • Communication to key stakeholders • Timely development of guidelines • (Incorporation of use of data collection tools into orientation?) 	Data collection tools capture catch up vaccination data in addition to MR	
	Distribution of data collection tools	<ul style="list-style-type: none"> • On schedule production/printing of data collection tools • Timely distribution of data collection tools at vaccination points • Sufficient quantities are available 	Confusion among health workers on the data collection tools?	
i. Adequately skilled vaccinators are available	Preparation of training of vaccinators	<ul style="list-style-type: none"> • Timely development of training curriculum and materials • Adequate distribution of materials • Sufficient number of trainers available • Timely identification of vaccinators • Timely and adequate implementation of training of trainers 	Training program properly discusses catch up vaccinations for other vaccines during MR campaign	
	Training of vaccinators	<ul style="list-style-type: none"> • On schedule completion of training program • The level of vaccinator's knowledge meet MR campaign procedures 		
j. Sufficient number of vaccination points prepared and supported	<p>Identification of vaccination points</p> <p>Identification and orientation of sufficient number of volunteers</p> <p>Vaccination points active on the day of campaign</p>	<ul style="list-style-type: none"> • The number of vaccination points that are planned according to the target • The number of volunteers oriented for MR campaign activities • The number of vaccination points that were functioning according to the plan on the day of campaign (with necessary commodities) 		

k. Adequate demand for MR vaccine generated	Social mobilization and communication materials developed	<ul style="list-style-type: none"> • On schedule development of materials • Sufficient materials and mechanisms developed 	Social mobilization covers both MR campaign and catch up vaccination/importance of EPI	
	Social mobilization materials distributed to target locations	<ul style="list-style-type: none"> • On schedule distribution of materials 		
	Demand generation activities conducted	<ul style="list-style-type: none"> • On schedule and comprehensive implementation of plan 	MR campaign social mobilization does not reduce attention to EPI	

I. Sufficient volume of quality vaccines available	Vaccine and commodity shipment	<ul style="list-style-type: none"> • Timely communication with partners on shipment schedules • On schedule arrival of vaccines and related commodities • Timely inspection and clearance by authorities • Quantity shipped as requested • No quality problem observed 		
	Vaccine and commodity storage	<ul style="list-style-type: none"> • Adequate storage at designated cold store 		
	Vaccine and commodity distribution to sub-national levels	<ul style="list-style-type: none"> • Timely communication to sub-national levels on distribution date/quantity • On schedule distribution of vaccines and safe-injection devices and commodities • No damage to vaccines 	Sufficient volume of vaccines for catch up vaccination available	
m. Timely access to accurate information on implementation status	Monitoring and supervisory visits	<ul style="list-style-type: none"> • Timely (and on-schedule?) monitoring visits 		
	Submission of required reports	<ul style="list-style-type: none"> • Timely submission of status reports to appropriate • Timely detection of challenges 		

n. Timely management decisions made based on information	Review of information and decision making for corrective actions	<ul style="list-style-type: none"> • Members and partners informed of status of key events in a timely manner • Timely organization of meetings to discuss monitoring findings • Participation by key stakeholders • Management decisions/course correction actions were taken according to the status • Timely adjustment of the plan as needed • Timely communication of changes to key stakeholders 		
	Identification and assignment of necessary technical assistance	<ul style="list-style-type: none"> • Identification of need for additional technical assistance • Assignment of technical assistance 		
	Revision of budgets Implementation of necessary action	<ul style="list-style-type: none"> • Timely revision of budgets reflecting the changes 		
o. Successful implementation of MR Campaign	Timely implementation of launch events	<ul style="list-style-type: none"> • Timely planning and scheduling of launch events • Timely communication with partners and with GAVI on launch events • Adequate media communications • On schedule implementation of MR campaign launch events (as per adjusted schedule if necessary) 		
	Timely and comprehensive implementation of catch up vaccination	<ul style="list-style-type: none"> • Catch up vaccination implemented as planned • Increased vaccination coverage among target groups • No vaccination given to non-target age group 		

	Implementation of campaign activities without major problems and per target	<ul style="list-style-type: none"> • Roll-out implemented as planned and without major problems • Meeting vaccination targets 		
	Comprehensive monitoring of campaign implementation	<ul style="list-style-type: none"> • Timely and complete implementation of monitoring activities • Timely report submission • Discussion of findings among key stakeholders • Communication to stakeholders 		