



GAVI/12/306/vm

Mr. Gerry Cunningham
Senior Development Specialist
Irish Aid
MOPAN Secretariat

November 19, 2012

Dear Mr. Cunningham,

Subject: GAVI Management Response to MOPAN assessment 2012

We would like to thank the MOPAN Secretariat for their willingness to adapt the methodology of the assessment to GAVI's unique business model and for their very good collaboration throughout the process. Please let me take this opportunity to thank France, Spain and Sweden, the institutional leads for this assessment, as they have been great partners in this constructive dialogue.

This assessment was the first experiment of adapting the MOPAN framework to a global fund. I was very pleased to hear MOPAN's conclusion that the structure of global funds, i.e. without country presence and with often indirect relationships with country-level stakeholders, requires that the survey of key stakeholders take a differentiated approach in its design, implementation, analysis and reporting. In addition, we very much agree with MOPAN that the criteria would benefit from further adaptation to the specific structure of global funds, and I would add, to their specific objectives: a clear focus on delivering development outcomes. We are aware that MOPAN is piloting the inclusion of a component on development outcomes in its methodology, which GAVI welcomes and looks forward to see materialise during the next assessment.

The GAVI Alliance Board, and its donors in particular, appreciate GAVI's lean structure and profile as a fast learning organisation and give strong indications that GAVI should maintain and even enhance its focus on achieving development outcomes: since the beginning of my mandate as CEO of GAVI a year and a half ago, I have been initiating reforms aiming at sharpening the results focus in the search for improved efficiency and effectiveness in country. Twelve years ago, GAVI's business model was conceived as an innovative and new model of "doing" development and we are continuing to build on this.

Particular strengths of GAVI highlighted by the assessment were: a corporate focus on the achievement of results, transparent resource allocation decisions, strong financial management and accountability systems, relationship management, including supporting national/regional and partner plans and harmonising procedures.

I am also pleased to see that GAVI was considered to be gearing up in the right direction thanks to these reforms: GAVI was rated as adequate, strong or above for all the Key Performance Indicators (KPIs) of the survey, which demonstrates a strong level of confidence of GAVI's processes and performance among its stakeholders after just above a decade of existence. In addition, GAVI was rated adequate, strong or above for 17 of the KPIs as a result of the document review. An interesting result is the good alignment between the perception survey and the desk review, which indicates that GAVI does what it says it does.

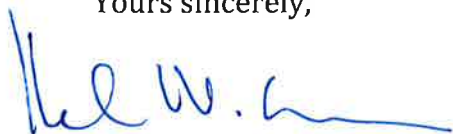
We would like to thank MOPAN for its diagnosis of areas for improvement for GAVI and for acknowledging ongoing reforms initiated by the GAVI leadership. I am pleased to share with MOPAN members the table below, which summarises a number of reforms that GAVI is currently implementing as they are relevant to this assessment.

Finally, while this assessment does not look at development outcomes, I would like to draw to your attention that GAVI is currently focusing on improving the management of the supply chain. The Secretariat is working with the Alliance partners to develop an end-to-end Alliance wide supply chain strategy where applicable countries can consider and adopt supply chain practices which have developed in the private sector.

We very much hope that bilateral donors that are members of MOPAN will consider this assessment as a relevant exercise that informs bilateral reviews to avoid duplication. GAVI uses a wide range of evaluation approaches to review the practice and progress of the Alliance and to keep the GAVI Board abreast of how it achieves results. GAVI has demonstrated commitment to using lessons learnt from its evaluation work to improve its policy-making, programming and results.

We look forward to continued collaboration with the MOPAN members.

Yours sincerely,



Helen Evans
Deputy Chief Executive Officer