

Gavi-2017-168

Ms. Amy Baker
Director General Health and Nutrition
Global Affairs Canada
125 Sussex Drive
Ottawa, Ontario
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Canada

12 May 2017

Dear Ms. Baker, 

RE: MOPAN 2015-16 Assessment, Gavi, the Vaccine Alliance Institutional Assessment Report: Gavi Management Response

I would like to take this opportunity to thank you and the MOPAN Secretariat for undertaking this recent assessment of Gavi, the Vaccine Alliance. In particular, we much appreciate the constructive collaboration of Canada, as the institutional lead, and the MOPAN secretariat, throughout the assessment process.

We are pleased to see that the recent Assessment Report concludes that Gavi is a fit for purpose and effective multilateral organisation. The report recognises that Gavi is a learning organisation that remains nimble in meeting the evolving needs of country vaccination programmes, while keeping a clear focus on our mission. As is highlighted by the report, Gavi is a high performing organisation, striving for results that increase immunisation coverage and save children's lives in low income countries. We appreciate the recognition of Gavi's strengths that the Assessment highlights; clear vision and comparative advantage; strong partnership working; strong accountability and transparency; strong model for sustainability; focus on results. These strengths are reflective of Gavi's efforts towards improvement through initiatives such as the new Partners' Engagement Framework (PEF) and the Alliance Accountability Framework (AAF). These frameworks have proven to be strong mechanisms to deliver results aligned to strategic goals while building country ownership. Gavi's strong operational model is critical to achieving our 2016-2020 Strategy through which we aim to enable developing countries to immunise an additional 300 million children between 2016 and 2020, helping to save an estimated five to six million lives.

The opportunity for improvement that the MOPAN report provides is welcomed. As MOPAN acknowledges, Gavi is a learning organisation and we continually strive to absorb lessons learnt and improve policies and programmes. All Gavi programmes are results based, and closely monitored for results achieved. Gavi's commitment to learning is reflected by the improvements made since MOPAN's last assessment of Gavi in 2012, following which there have been improvements to results based management, budgeting processes, and a stronger logic and results chain. The areas for improvement identified in the 2015-16 MOPAN assessment are being reviewed to incorporate learnings; these include suggestions to improve processes for recording and using evidence and managing evaluations; the results framework for health system strengthening interventions; clarifying Gavi's country-

level role and function; integration and articulation of cross-cutting issues; and lengthy procedures.

We would like to highlight relevant initiatives that are in place to strengthen Gavi's work in relation to the areas for improvement raised in the report, consistent with the interim feedback provided to MOPAN during the assessment process. Gavi regularly prepares management responses to evaluation findings and posts them on the Gavi website. Key evaluation findings are provided to inform important discussions and decisions, including IRC recommendations for new grants, and annual grant performance decisions as part of the Joint Appraisal process and High Level Review. Panel decisions for renewed funding. Furthermore, Gavi is working with the Evaluation Advisory Committee to review Gavi evaluation policy and increase the use of evaluation findings for the design and implementation of new / revised Gavi policies, programmes and processes.

Country ownership is key to the success and sustainability of Gavi's model. We recognise the challenges of supporting countries that operate in resource constrained, and at times fragile environments, and the PEF, as well as Gavi's new policy on fragility, emergencies and refugees, have improved flexibility to enable tailored approaches based on country contexts. Gavi's new health systems and immunisation strengthening support framework, introduced in January 2017, prioritises programmes that reach the hardest to reach children, allows tailored support, aligns with national plans and systems, and provides predictable and equitable allocation of resources.

MOPAN's recognition of Gavi's commitment to the cross-cutting issues of good governance, gender equality and environmental sustainability is welcomed. Good governance is integral to Gavi's operational model and we recommend that MOPAN consider the ramifications of an integrated approach to good governance in the assessment criteria. We recognise that gender equality is fundamental to sustainable and inclusive development; Gavi supports countries to promote equal immunisation coverage for girls and boys, and assists countries to overcome gender-related barriers to accessing immunisation and health services, primarily through its Health System Strengthening (HSS) support. In our updated environmental statement, Gavi committed to investigate the nexus of climate change and immunisation and identify ways in which our support might assist Gavi-supported countries to reduce the impact of increased disease prevalence and health systems disruption. We are also reviewing our programmatic investments and initiatives to identify areas in which our 'environmental footprint' can be minimised. It is recognised that more needs to be done in this regard; findings from the review will be provided in a briefing to the Gavi Board this year.

Partnerships are fundamental to the success of Gavi and through the support and collaboration of our Alliance members, donor countries, developing countries, private sector partners and the vaccine industry, Gavi is able to achieve a comparative advantage that delivers results. I welcome MOPAN's reflection that Gavi raises the bar on effective partnerships. Gavi's cost-effectiveness and careful budget management ensure a high return on investment for our partners, while country ownership provides the key to sustainability and effectiveness of results achieved through Gavi's model. Furthermore, market-shaping, co-financing, and health system strengthening are critical to the sustainability of results as countries transition out of Gavi support.

This was Gavi's second MOPAN assessment and the first using MOPAN's 3.0 framework. We appreciate MOPAN's adaptability to Gavi's model and encourage the continued streamlining of the methodology in order to increase its appropriateness to the assessment of global funds such as Gavi. While we recognise that this is a snapshot view of organisational effectiveness up to mid-2016, we encourage MOPAN to streamline and strengthen the evidence base of the methodology to ensure more comprehensive and accurate findings. For example, the country surveys represent only 12 of the 73 Gavi supported countries at the time of the assessment.

We welcome the opportunity for a multi-donor assessment and hope that MOPAN members will consider this assessment as relevant to inform bilateral reviews and avoid duplication. We look forward to continued collaboration with MOPAN members as we near the mid-term of our 2016-2020 Strategy and look to celebrate the shared success of millions of children's lives saved.

Yours sincerely,



Seth Berkley M.D.
Chief Executive Officer