



# **MOPAN 2015-16 Assessments**

**Gavi, the Vaccine Alliance**

Executive Summary

## Executive summary

This institutional assessment of Gavi, the Vaccine Alliance, covers the period from 2014 to mid-2016. Applying the MOPAN 3.0 methodology, the assessment considers organisational systems, practices and behaviours, as well as the results that Gavi achieves. The assessment considers five performance areas: four relate to organisational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assesses Gavi's performance against a framework of key indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation. The assessment also provides an overview of its performance trajectory. MOPAN assessed Gavi in 2012.

### Context

#### GAVI, THE VACCINE ALLIANCE

- It is a global partnership of public, private and independent sector stakeholders in immunisation with a shared vision of creating equal access to new and underused vaccines for children living in the world's poorest countries
- It pursues four strategic goals addressing the uptake and coverage of vaccines, health system strengthening, sustainable finance, and market shaping for affordable vaccines
- It has a three-pronged funding model including a donor base, co-financing by partner countries and market shaping
- It provides a combination of financial resources (through a diversity of mechanisms), knowledge and technical services to low- and middle-income countries working through its different partners
- It has a Secretariat overseeing and managing the operations of the Vaccine Alliance, and a Board of 28 members (two-thirds representational members and one-third unaffiliated directors)
- It has recently restructured its staff and budgets to support its current strategic aims to increase immunisation coverage and equity, and to increase its country focus

#### Organisation at a glance

- Established 2000
- Disbursements: USD 1.56 billion (2015)
- Active in 73 countries
- Operates through:
  - Geneva headquarters
  - Washington, DC office

### Overall performance

The overall conclusion of the 2016 MOPAN assessment is that Gavi meets the requirements of an effective multilateral organisation and is fit for purpose. It is managing its rapid growth in size, scope and ambition effectively. Gavi uses its unique business model, based on an Alliance of stakeholders, to capitalise on each stakeholder's comparative advantage to fund immunisation and to shape the vaccine market. It is both strategic and nimble in meeting new vaccine challenges and countries' evolving needs while keeping a clear focus on its mission goals.

The organisation demonstrates transparency and accountability in its operations, and its compliance with fiduciary and social requirements and safeguards is strong. It has recently strengthened its internal audit and risk management functions to ensure these are adequate to its increased organisational ambition, complexity and size.

Gavi sets itself high ambitions, and has grown and developed to meet them. Areas where performance could be strengthened and improved include clarification of Gavi's role and function at the country level; a clearer results framework for health system strengthening interventions; development of more systematic processes for recording and using evidence; and development of quality standards, follow-up and use of evaluations.

### Key strengths and areas for improvement

#### Key strengths

- **Clear vision and comparative advantage** of a multi-sectoral Alliance effective on market shaping, working in non-traditional ways and across sectors
- **Strong partnership working:** ambitious goals of the Alliance inspiring commitment from partners, donors, countries and staff
- **Strong accountability and transparency,** with effective use of financial resources and strong financial management
- **Strong model for sustainability:** time-limited country engagement promotes a sustainable approach
- **Focus on results:** results-based management frames work and is reinforced through high-calibre staff

#### Areas for improvement

- **Design of health system strengthening interventions** need a clearer logic and results framework
- **More systematic and comprehensive processes** for recording and using evidence from evaluations and performance data, and for following up recommendations
- **Refine country-level engagement** with partners and better communicate country-level role and functions
- **A more clearly articulated and integrated approach to cross-cutting issues,** in particular governance and environmental issues
- **Speed up operations** by introducing faster, simpler systems for grant disbursement and management of cash-based support aligned with country systems, as well as greater systematisation and formalisation of policies and guidelines