

Multilateral Aid Review: Assessment of GAVI Alliance

Summary	
Organisation: GAVI Alliance	Date: February 2011
Description of Organisation	
<p>The GAVI Alliance was launched in 2000. Its purpose is to scale up immunisation in the poorest countries. GAVI is a global health partnership that brings together governments from developing and industrialised countries, established and emerging vaccine manufacturers, non governmental organisations, research institutes, UN Agencies, the Bill and Melinda Gates Foundation and the World Bank. GAVI has led the way on innovative finance mechanisms such as the International Finance Facility for Immunisation (IFFIm) and the pilot Advance Market Commitment (AMC) for pneumococcal diseases.</p> <p>GAVI's mission is to save children's lives and protect people's health by increasing access to immunisation in poor countries. It provides support for new and underused vaccines, injection safety, civil society support and health systems.. Its strategy is based on four principal objectives: to (i) accelerate the uptake and use of underused and new vaccines; (ii) contribute to strengthening the capacity of integrated health systems to deliver immunisation; (iii) increase the predictability of global financing and improve the sustainability of national financing for immunisation; and (iv) shape vaccine markets.</p> <p>Its annual spend in 2010 is approximately \$0.9bn and is predicted to increase over the next 5 years (to approximately \$1.5bn per annum). GAVI's budget is attributable to the ODA health care category (DAC code 2220).</p>	

Contribution to UK Development Objectives	Score (1-4)
<p>1a. Critical Role in Meeting International Objectives</p> <ul style="list-style-type: none"> + GAVI plays a critical role in the delivery of MDG 4 – reducing deaths among children under five years old. It contributes directly to MDG 5 and 6 through its support to health systems and impacts on MDG 1. The fact that these are some of the most off-track MDGs increases GAVI's relevance as part of the international development system. + It has significantly increased finance for vaccinations and substantially improved vaccination coverage of new and underused vaccines above bilateral/WHO and UNICEF efforts. + Leading role in the Advanced Market Commitment for Pneumococcal diseases having a systemic impact on vaccine prices. = Overall a strong strategic fit given its core focus on MDG 4 and unique role in increasing finance for immunisation 	<p>Strong (4)</p>

<p>and bringing together all immunisation partners and wider partners in global health.</p>	
<p>1b. Critical Role in Meeting UK Aid Objectives</p> <ul style="list-style-type: none"> + GAVI fits with the UK's focus on health – in particular the Muskoka Commitments and wider impact on Maternal Health (through support to Health Systems Strengthening). + Although GAVI does not concentrate resources on the highest burden (i.e. the countries with the greatest number of un-immunised children), it focuses effectively on poverty levels and capacity to introduce new vaccines (judged by DPT3 levels over 70%), thereby concentrating on its niche role. This poverty focus has been explicitly emphasised by the UK. = Overall strong strategic fit with DFID priority objectives given its core focus on health (MDGs 4, 5, 6 and 1) and strong poverty focus. 	<p>Strong (4)</p>
<p>2. Attention to Cross-Cutting Issues:</p> <p>2a. Fragile Contexts</p> <ul style="list-style-type: none"> + GAVI works in high number of fragile states and adapts its policies and programme implementation to deliver appropriate support – It does not have a specific fragile state policy. = GAVI shows evidence of adapting policy, financing and governance to provide effective support to fragile states. This could be improved with a specific fragile state policy. <p>2b. Gender Equality</p> <ul style="list-style-type: none"> + GAVI has adopted a gender policy and action plan – Too early to comment on implementation and impact. = GAVI has increased its focus on gender. It has a policy in place, and prioritised the HPV vaccine for future programmes. The impact and evidence of this focus will need to be seen through gender disaggregated results. <p>2c. Climate Change and Environmental Sustainability</p> <ul style="list-style-type: none"> + On Environmental management, GAVI adheres to WHO rules and regulations and encourages good country practice in waste management, though countries are ultimately responsible. = GAVI does not have a mandate on climate change. GAVI promotes WHO environmental regulations but does not have a mandate for leading or monitoring this. 	<p>Satisfactory (3)</p> <p>Satisfactory (3)</p> <p>Satisfactory (3)</p>
<p>3. Focus on Poor Countries</p>	

<ul style="list-style-type: none"> + GAVI spends the highest proportion of resources (82%) in countries in the top quartile of the index and the vast majority of its resources are spent in Low income countries. + The remainder of its money is predominantly spent in the lower middle income economies with the highest amounts of absolute poverty. = GAVI's eligibility criteria focuses directly on the poorest countries (GNI per capita < US\$1,500). Its co-financing policy is adapted to promote sustainability/affordability for the poorest countries and tiered according to income levels. 	<p>Strong (4)</p>
<p>4. Contribution to Results</p> <ul style="list-style-type: none"> + Significant results - 5.4 million future deaths averted, 257 million children immunised. Immunisation coverage at the highest level ever in GAVI eligible countries. + Management committed to setting ambitious results targets and to delivery of results, some evidence of a gap between policy and implementation, but significant response to evaluation findings. – Health systems strengthening support has delivered less well, but steps to improve delivery are taking place. = Strong delivery on results of GAVI's core business but a need to implement the lessons learnt on the delivery of cash based programmes and strengthened links between policy and implementation in the roll out of new strategy (2011-15). 	<p>Satisfactory (3)</p>
<p>Organisational Strengths</p>	
<p>5. Strategic and Performance Management</p> <ul style="list-style-type: none"> + Strong strategy with clear definition of mission, objectives and targets. + GAVI's robust results framework cascades to the country level and has a relatively strong accountability framework. + GAVI's leadership and governance structure is strong; good HR policies in place. + Evaluation and lesson learning is a core strength of GAVI with management required to respond and follow up to evaluation recommendations. – Although GAVI has a strong strategy, the link between activities and outputs and responsibility of delivery has been weak in the past. – Performance of countries is not currently rated, though countries do need to meet set indicators. – There are a few examples where GAVI governance could have addressed strategic and performance issues with more urgency. = Overall performance and strategic direction is judged to be 	<p>Satisfactory (3)</p>

<p>good. However, GAVI will need to improve the linkages with the new strategy to country activities and objectives; increase emphasis on performance management and tackle outstanding strategic issues including resource mobilisation and improved delivery of cash based programmes.</p>	
<p>6. Financial Resources Management</p> <ul style="list-style-type: none"> + Clear and transparent allocation system. + Multi-year commitments and various financing options available. + Strong financial oversight including a proactive Finance and Audit Committee, an internal Auditor appointment and a robust Transparency and Accountability Policy. – GAVI has a relatively high cash balance (though creative options to reduce this are being explored). – Disbursements rates are relatively quick though room for significant improvement. – Weaker performance on monitoring and tracking of cash based programme financial resource management. = GAVI's financial management is generally strong and transparent with evidence of recent improvements and safeguards (Transparency and Accountability Policy and strengthened audit capacity) although lessons on financial management and tracking of cash based investments still to be effectively implemented. 	<p>Satisfactory (3)</p>
<p>7. Cost and Value Consciousness</p> <ul style="list-style-type: none"> + Highly cost effective health intervention – cost from just \$7 per disability adjusted life year saved. + Appropriate administration costs (4%) and evidence of pro-actively seeking and achieving a reduction in partners' costs. + Strategic objective focussed on market impact – significant declines in vaccine prices have been achieved by aggregating demand although slower than expected. + Vaccines are prioritised and selected on strict criteria for health impact and cost effectiveness – GAVI recognises that procurement can be further strengthened and prices could have been brought lower earlier by more deliberate supply strategies. = Overall cost control is strong – in vaccine prioritisation; admin costs; focus on partner costs. GAVI is delivering one of the most cost effective interventions in health; further focus to be given to market impact and maximising use of the cash balance. 	<p>Strong (4)</p>
<p>8. Partnership Behaviour</p> <ul style="list-style-type: none"> + GAVI measures itself against the Paris targets and has 	<p>Satisfactory</p>

<p>taken action to improve performance including alignment with country systems and better coordination with other major partners (including the health systems funding platform).</p> <ul style="list-style-type: none"> - However performance is mixed and there remains scope for improvement. + GAVI has an inclusive partnership structure involving governments, civil society organisations, private sector partners both at the board and country level. + Recipient governments appreciate the flexibility of GAVI support (HSS) and overall GAVI encourages country ownership, has relatively light processes and communicates well. - Direct beneficiaries do not have a direct voice in the governance structure. = Performance is mixed but there is evidence that GAVI is working to improve partnership behaviour including further alignment and coordination; processes are judged to be lighter and more flexible. 	<p>(3)</p>
<p>9. Transparency and Accountability</p> <ul style="list-style-type: none"> + Very strong policy on disclosure and transparency + A signatory of the International Aid Transparency Initiative. + Extensive publishing of relevant documentation. = Overall, mutual accountability and transparency at the country and board level is judged to be strong. 	<p>Strong (4)</p>
<p>Likelihood of Positive Change</p>	<p>Score (1-4)</p>
<p>10. Likelihood of Positive Change</p> <ul style="list-style-type: none"> + Evidence from past reforms is that GAVI is a highly responsive, innovative and lesson-learning organisation. = Scope for future reform is judged to be high. 	<p>Very Likely (4)</p>