

Gavi's grant application, monitoring and review redesign



Gavi/Luc Forsyth

Gavi is strengthening its **grant management approach** to increase **grant impact**, better **manage risk** and improve **value for money**. As part of this approach, Gavi is enhancing its routine grant monitoring and reporting.

These changes will improve the way countries engage with Gavi, as well as how the Alliance collectively assesses performance, identifies areas of need and addresses challenges to strengthening immunisation outcomes.

Routine grant monitoring is being refined with two new reporting tools to help assess countries' programmatic and financial performance:

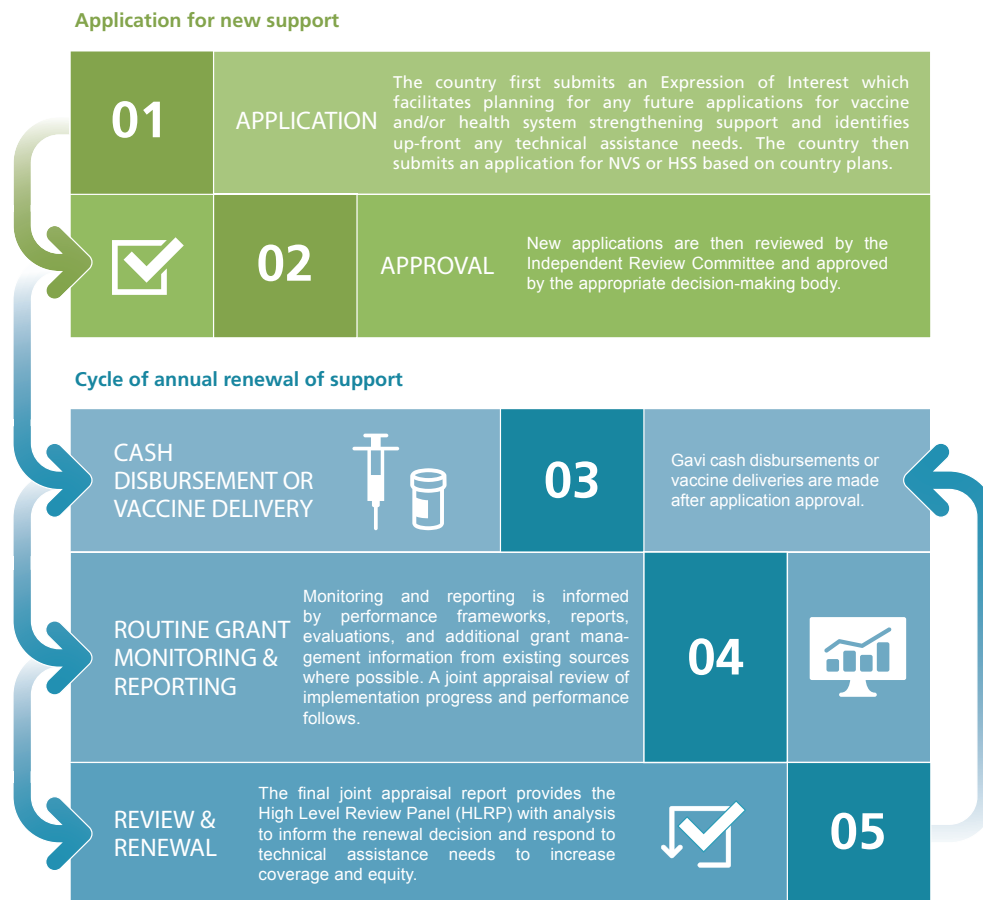
The **joint appraisal**, a yearly in-country dialogue with country stakeholders and Alliance partners, ensures more effective engagement and joint decision-making among those managing and implementing Gavi grants. Importantly, it moves the discussion on grant implementation progress and future needs to the country level.

As of 2016, countries will be required to report on grant performance through a **performance framework**, which captures all key performance indicators for Gavi grants in one place. This information will then be used to inform future joint appraisal discussions.

These improvements will allow the **High Level Review Panel (HLRP)** to take informed decisions about the renewal of Gavi support to a country for a further year. The HLRP, which meets three times a year, consists of representatives from WHO, UNICEF and Gavi, as well as independent technical experts. Countries can choose the timing of the HLRP that best aligns with their country cycles.

Gavi's grant management approach

Gavi's pro-active grant management aims for high engagement and accountability across the Alliance to resolve implementation challenges and deliver support. It is a gateway for increased coverage and equity.



Key improvements to routine grant monitoring and reporting

Joint appraisals

A joint appraisal is an in-country, multi-stakeholder review of the implementation progress and performance of Gavi's vaccine and cash support to a country, and of its contribution to improved immunisation outcomes. The appraisal also helps identify bottlenecks to the national immunisation programme, and enables the Government to see where greater investment and efforts are needed.

The appraisal dialogue has **two components**:

1) Backward-looking component. This looks at the **performance of Gavi vaccines and cash grants**, using the **performance framework** and other data and information. Programmatic and financial management, progress on implementation, achievements and persistent challenges, particularly those related to coverage and equity, are discussed.

2) Forward-looking component. This focuses on how best to direct Gavi resources (not only vaccines, but also financial support and technical assistance) to address the challenges and needs of the country.

The joint appraisal team, which carries out the appraisal and reports on its findings, typically includes government officials from health and finance ministries, Alliance partners at country, regional and/or headquarter levels, technical agencies and other bilateral donors, as well as the Gavi senior country manager.

The joint appraisal informs the Alliance's decision on grant renewals and contributes to improving immunisation outcomes, for instance by redirecting resources.

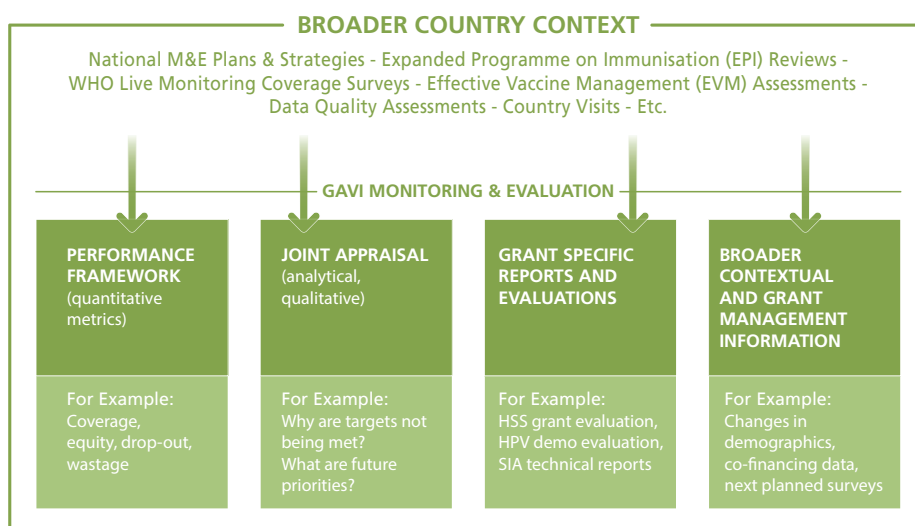
Key principles of a joint appraisal:

1. **Co-convened by the Health Ministry and Gavi, and country-led** to foster stronger collaboration between the Government and Gavi stakeholders;
2. Conducted at a **suitable time as determined by the country** to align with existing in-country processes or with relevant in-country multi-partner reviews or activities;
3. Inclusive of relevant national and international stakeholders who bring different perspectives on implementation progress and ways to address identified issues;
4. Enabling unbiased, **evidence-based discussions**;
5. **Building on existing country processes and results of other reviews** from the past year;
6. Identifying **actionable recommendations**;
7. Endorsed by the interagency coordinating committee or health system coordinating committee.

Performance frameworks

A performance framework is a monitoring and reporting tool, which contains an upfront formal agreement between Gavi and the country on key indicators to assess grant performance and progress against baselines and targets over time. It includes agreed indicators and related baselines, targets, data sources and reporting schedule. The framework enables country stakeholders, Alliance partners and Gavi to make informed decisions on disbursements, renewals or continuation of support.

Performance frameworks represent one component of Monitoring & Evaluation (M&E) of Gavi grants



There are two main types of indicators in a performance framework:

Core indicators are mandatory, based on standard definitions and, for the most part, already monitored by countries. Examples include coverage, equity, drop-out, vaccine wastage, stocks, number of people vaccinated, effective vaccine management (EVM) scores and co-financing indicators. Where possible, Gavi will automatically pre-populate reporting against core indicators from existing sources, such as the WHO UNICEF Joint Reporting Form, to minimise the reporting burden on countries.

Tailored indicators are a small number of additional indicators specific to the objectives of each grant and chosen to ensure the performance framework provides a complete overview of performance for each type of support provided. Gavi provides a “menu” of tailored indicators for countries to select from. They can also define their own - especially if relevant indicators are already tracked through existing monitoring and evaluation systems. In most cases, tailored indicators will include intermediate results and process indicators agreed for health system strengthening (HSS) grants. Additional tailored indicators may be selected to reflect vaccine-specific grants.

Each indicator will include an agreed reporting schedule, largely driven by availability of data. Countries are expected to report as per their agreed reporting schedules for each indicator, and will submit their indicator reports through an online portal.

The tracking of indicators in the performance framework at different levels of the results chain will help to inform decisions on grant disbursements, reprogramming, re-allocation of funds and reward payments (For example: HSS performance based funding).

Way forward

Since the beginning of 2015, every Gavi country is requested to conduct a joint appraisal. As Gavi and partners learn more about the new process, the joint appraisals will continue to be refined.

Gavi is aiming to have the performance framework rolled out in all countries between late 2015 and early 2016. Each country will have its own performance framework, including indicators for all Gavi grants.

From 2016 onwards, countries will no longer submit Annual Progress Reports. However, they will still be required to submit new funding applications, report on performance as agreed through their performance framework and provide key data points relevant to grant management, renewal decisions and planning. This will be done through a new country portal currently under development.

For more information contact: renewals@gavi.org **or visit:** www.gavi.org/support/