Grant Application, Monitoring and Review

*Peter Hansen & Daniel Thornton*

Board Meeting
Geneva, Switzerland, 11-12 June 2013
Introduction

Background

- Part of broader change management process
- Workshops with internal and external stakeholders

Current Challenges

- Inefficient, burdensome and complicated
- Long delays after application
- Disconnect between HSS and NVS
- Lack of accountability
- One-size-fits-all approach for diverse portfolio of grants
Average DTP3 coverage in GAVI countries
...masks substantial variation between countries
Grants in GAVI’s portfolio are highly variable

Size of Bubble=Population

GAVI Commitment to Date (millions of dollars)

Under 5 Mortality Per 1000 Births

GAVI Alliance Board Meeting
11-12 June 2013
Overview of existing programme cycle

1. Country submits application
2. IRC, Board
3. Country prepares detailed plans
4. Country launches programme
5. Country submits annual progress report (APR)
6. Monitoring IRC, CEO
Overview of new programme cycle

Country submits EOI
Country submits plans
IRC, Board
Country prepares detailed plans
Country launches programme
Country renewal request
Review Panel, CEO

After ~5 year country planning cycle, IRC reviews entire portfolio

Routine Monitoring
Key changes

- Stronger country ownership and planning through Expression of Interest and use of country plans
- Strengthened routine grant monitoring: differentiated approach based on country risk/impact
- More use of in-country mechanisms to inform grant monitoring and renewals
- Strengthened accountability through High Level Alliance Review Panel
- Better strategic perspective through full portfolio review with each c.5 year country planning cycle
Recommendations

The PPC recommended that the Board:

(a) **Approve** the principles and key elements of the proposed redesign of GAVI’s grant application, monitoring and review systems, as described in section B.3 of Doc. 06, with the first evaluation of the system taking place after one year of implementation; and

(b) **Approve** a High Level Review Panel consisting of senior level staff of the Secretariat, WHO and UNICEF, the IRC Chair and two other IRC members. Senior staff of other Alliance partners may be invited to the Review Panel, as participants or observers, as appropriate; and

(c) **Request** the Secretariat to work with affiliated entities and partners to ensure launch of the new systems starting 1 January 2014, with all existing and new grants shifting to the new system following this date.
Principles of re-designed systems

- Overall simplification of the process
- Better alignment of health system strengthening and new vaccine support
- Lower transaction costs for countries
- More effective and efficient use of resources
- Greater country ownership & better alignment with country processes
- Improved transparency and better fiduciary oversight
# Process to Board decision

<table>
<thead>
<tr>
<th>GAVI Change Management Process</th>
<th>Action Lab I</th>
<th>Action Lab II</th>
<th>Consultations</th>
<th>PPC</th>
<th>Board</th>
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<tbody>
<tr>
<td>June 2012</td>
<td>November 2012</td>
<td>January 2013</td>
<td>Q1 2013</td>
<td>Recommendations and guidance</td>
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<tr>
<td>GAMR identified as a priority</td>
<td>Participants from countries and partners</td>
<td>Participants from countries and partners</td>
<td>Countries</td>
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<td></td>
<td>Identified GAMR principles</td>
<td>Review, refine and validate proposed process</td>
<td>Donors</td>
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<td>First draft of re-designed process</td>
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<td>IRCs</td>
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Draft guidelines & templates
Implementation timetable if approved by the Board

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<thead>
<tr>
<th>Activity</th>
<th>2013</th>
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<th>2014</th>
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<tbody>
<tr>
<td></td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<td>Pilot quarterly risk assessment</td>
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<td>Full implementation for all grants</td>
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<td>Countries submit EOI</td>
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<td>New proposals IRC</td>
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<td>Panel Review</td>
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GAVI Alliance Board Meeting
11- 12 June 2013
Principles of re-designed systems

- Overall **simplification** of the process
- Better **alignment** of health system strengthening and new vaccine support
- **Lower transaction costs** for countries
- More **effective and effective use** of GAVI Alliance resources
- Greater **country ownership & better alignment** with country processes
- Improved transparency and better fiduciary oversight to allow for a more **responsive supply chain**
Overview of new programme cycle

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<tr>
<td>Country submits EOI</td>
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<td>Country submits plans</td>
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<td>IRC Board</td>
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<td>Country prepares detailed plans</td>
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<td>Country launches HSS/NVI</td>
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<td>Country submits renewal request</td>
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<td>Review Panel CEO</td>
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Throughout the year

Triggers discussion & co-ordination of TA

Endorsement from MoH
Overview of new programme cycle

- Country submits EOI
- Country submits plans
- IRC Board
- Country prepares detailed plans
- Country launches HSS/NVI
- Country submits renewal request
- Review Panel CEO

Countries specific plans

Iterative process

Lighter application package
Overview of new programme cycle


- 3 x per year
- NVS & HSS
- Open-Closed-Open
- Yes/No decision
- Risk/impact assessment
- Standing IRC chair for 1 year
Overview of new programme cycle

Country submits EOI

Country submits plans

IRC Board

Country prepares detailed plans

Country launches HSS/NVI

Country submits renewal request

Review Panel CEO

Detailed introduction/implementation plan

VIMT agrees on doses

Vaccine introduction
Grant is received for NVS
Overview of new programme cycle

- Country submits EOI
- Country submits plans
- IRC Board
- Country prepares detailed plans
- Country launches HSS/NVI
- Country submits renewal request
- Review Panel CEO

Routine Monitoring

- Track core set of standard indicators across all grants on ongoing basis
- Additional M&E activities based on impact/risk profile
- Builds on country mechanisms
Overview of new programme cycle

---|---|---|---|---|---|---
Triggers process for annual renewals
Aligned with country cycles
CRO convenes process to submit recommendation on renewal to Review Panel
Possibility for multi-year approvals?
Overview of new programme cycle

- **Country submits EOI**
- **Country submits plans**
- **IRC Board**
- **Country prepares detailed plans**
- **Country launches HSS/NVI**
- **Country submits renewal request**
- **Review Panel CEO**

- Reviews country requests & recommendations
- Provides recommendation to CEO
Overview of new programme cycle

After a ~5 year country planning cycle, the entire portfolio of support is reviewed by the IRC.
Characteristics of Countries in GAVI’s Portfolio are Highly Variable

- Bangladesh
- Chad
- Democratic Republic of the Congo
- Ethiopia
- India
- Mali
- Nigeria
- Pakistan
- Sierra Leone
- Vietnam

GAVI Commitment to Date (millions of dollars) vs. Under 5 Mortality Per 1000 Births
Risks to implementation

Increased transaction costs for Alliance

- Build upon existing mechanisms at country level
- CROs to actively identify other partners where needed

Perceived weakening of checks and balances due to removal of monitoring IRC

- Strengthened routine grant monitoring function
- Enhanced use of in-country mechanisms to inform grant monitoring and renewals
- High Level Alliance Review Panel
- Holistic IRC assessment between HSS, NVS and monitoring
- After ~5 year country planning cycle, entire portfolio of support reviewed by IRC