

MANAGEMENT RESPONSE – EVALUATION OF GAVI-GOVERNMENT OF CHINA HEPATITIS B VACCINATION PROGRAMME

Recommendation	Management Response
General GAVI policy / strategy recommendations	
<p>1. GAVI should consider taking a more tailored approach to design of country support. Closer collaboration with in-country implementers during the design phase would help to develop projects that take advantage of in-country strengths to maximize outcomes.</p>	<p>For GAVI eligible countries of strategic importance, such an approach could be taken. We are already working on a customised approach to large countries such as India and Nigeria. More recently, the Board approved a policy on fragility and immunisation whereby countries with both immunisation and non-immunisation related challenges (e.g. large populous, equity challenges, low DTP3 coverage, fragile situation etc.) will have a more intense dialogue and tailored approaches to programme design, including technical support, and monitoring. This policy is being implemented in identified countries as of 2013.</p> <p>The findings and lessons from the different approach adopted in China will be referred to and considered when developing these tailored approaches.</p>
<p>2. Support to countries with stronger health systems better leverages GAVI's investments. GAVI should reconsider broader health system strengthening support to ensure effective implementation of immunization and other health programs.</p>	<p>Agree and this recommendation has already been acted upon. The GAVI Board's endorsement of the new Performance-Based Financing mechanism in November 2011 reiterated its requirement that all future cash-based support applications should clearly demonstrate how GAVI support will help improve immunization outcomes.</p>
<p>3. GAVI should consider providing support to higher income countries. While higher income countries may seem to have less need, many have not integrated the newer vaccines into their NIPs. For GAVI, the</p>	<p>GAVI's current Eligibility and Graduation policies came into effect on 1 January 2011 and reiterates that GAVI's support continues to be focused on the world's poorest countries. These policies will be reviewed as and when required and approved by the GAVI Alliance Board. There are currently no plans to revisit the focus of the GAVI resources on poorer countries.</p> <p>That said, in relation to GAVI support to lower middle-income countries (LMIC), the Board has suggested</p>

prospects of time-limited support and transition to long term sustainability are better in higher income countries.	that GAVI might play a role in market shaping by facilitating access to lower vaccine prices. Further some Alliance partners are working in this area and the evaluation will be shared with them for their further consideration.
4. For countries with the budget means, substantial co-funding from project inception can ease the transition to self-sustainability.	This issue was highlighted in other evaluations and also during the review of the co-financing policy in 2010. Therefore, the revised policy identified for which countries the objective of the policy is to achieve financial sustainability in the short-medium term. For those countries where financial sustainability is the short-term goal (graduating countries), they are required to rapidly increase their co-financing contributions. For countries where the objective of the policy is to increase ownership (Low Income Countries), the co-financing levels are modest.
5. For countries with domestic production capabilities and sufficient market size, GAVI may have an important role to play in facilitating technology transfer or other mechanisms that allow local production of new vaccines. Creation of a viable local market helps to generate interest in new vaccines, and promotes long term sustainability.	The GAVI Alliance members can have a direct or indirect role in facilitating technology transfer by supporting vaccine development or manufacturing capacity building by local manufacturers. The GAVI Alliance always welcomes new producers of vaccines of appropriate quality and price as this helps diversify the supply base and hence meet our objective of security of supply. In 2013, GAVI is supporting WHO through the business plan for capacity building of Chinese FDA and Chinese manufacturers regarding WHO prequalification.
Recommendations for the implementation of GAVI programmes and policies	
6. GAVI should review project objectives carefully to ensure they are aligned with the areas of project support. An external review process to ensure data is collected to monitor progress accurately may be useful.	This is an area that GAVI has already identified as requiring strengthening. GAVI reviews project objectives when revising or reviewing its policies / programmes. For more recent programmes or policies, there has been a renewed focus on the development of results frameworks, theory of change and strengthened M&E mechanisms. Evaluations commissioned by the GAVI Alliance often provide an external assessment of how well our monitoring mechanisms are performing and whether data is being appropriately collected and analysed.
7. GAVI should play a more active role in	The GAVI business model does not currently provide for in-country presence by the GAVI Secretariat.

<p>supporting and coordinating technical assistance and management to support in-country implementation. Although not appropriate in all situations, GAVI should consider project offices with dedicated staff (local or international as appropriate) to provide more attention and prompt problem resolution under special circumstances or for very large projects.</p>	<p>However, through the Business Plan, funds are provided to WHO, UNICEF and other partners to provide technical assistance to countries. An annual work plan amongst partners identifies countries and issues for priority action. This is monitored on a quarterly basis and amendments are made to ensure that adequate support is available at the country level for prompt resolution of problems. The Secretariat is also in the process of identifying additional partners for priority countries to ensure that they receive prompt and appropriate technical assistance to meet their specific needs.</p> <p>If requested by the Board, this issue could be revisited during the next strategic planning period.</p>
<p>8. GAVI partners can play an important role in advocating for appropriate country level health financing policies. GAVI could be more active in coordinating clear advocacy messages related to national budget financing for vaccines and immunization.</p>	<p>GAVI partners, some of whom are funded through the Business plan, are already playing an important role in advocating for appropriate country level health financing policies in priority countries.</p> <p>This work is being coordinated and monitoring through an Immunisation Financing and Sustainability Task Team, which includes representatives from e the World Bank, UNICEF, WHO, civil society, and the Bill and Melinda Gates Foundation, . The GAVI Secretariat chairs the task team</p>
<p>Recommendations specific to GAVI and China</p>	
<p>9. Since vaccine price is an important cost driver for GAVI programs, efforts to encourage global sourcing from Chinese and other low-priced, high-quality producers can have positive impact on efficient use of GAVI funding.</p>	<p>The entry of new lower cost, high-quality producers can have a positive impact both on vaccine price and efficient use of funding, and on the security of global supply in the event of interruptions at other suppliers. As noted in point 5 above, in 2013, GAVI began supporting WHO through the business plan for capacity building of Chinese FDA and Chinese manufacturers regarding WHO prequalification.</p>