

Annex A: Overview of capacity building interventions

Increasing the use of government systems as proposed will require significant effort for both the Secretariat and the countries and close coordination with other donors and partners. As an example, successfully shifting to the use of government systems in Tanzania in Gavi 4.0 required significant effort on behalf of the country and the Secretariat and took over two years. See Figure 4 below. Gavi used interventions such as developing IT systems and leveraging embedded technical assistance (TA) to build capacity and develop a level of trust and cooperation from the government and other partners, which required an investment of over US\$ 500,000.

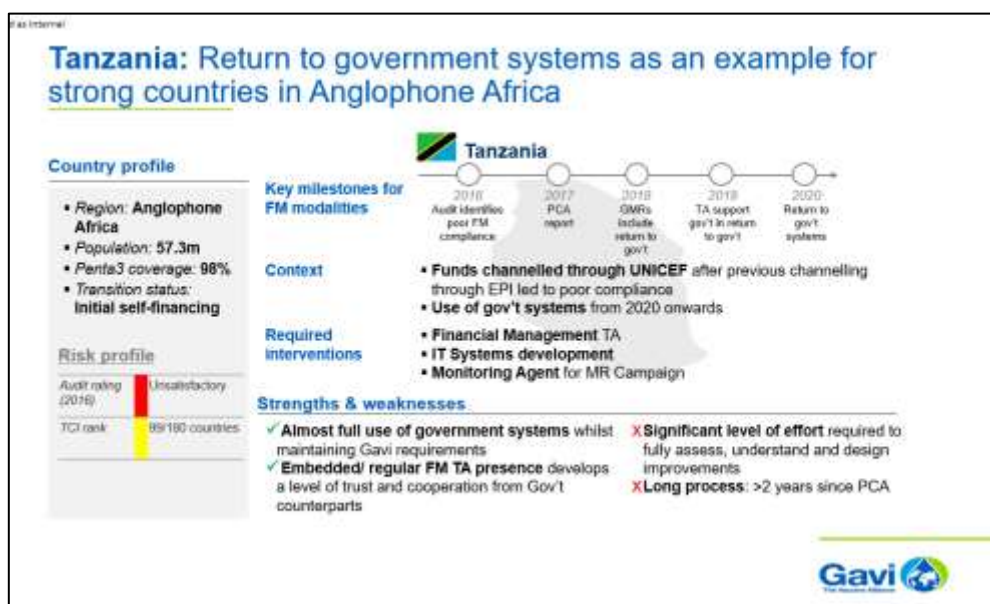


Figure 1

Capacity building and the use of innovative technologies will be a core component of the new approach. The Alliance has already successfully supported a number of countries with such interventions:

- i. **Implementing mobile money in Liberia.** The country had a low absorption rate of funds and a high amount of questioned expenditures, with an excessive reliance on cash at sub-national level. In 2019, with TA support, the first pilot was conducted with mobile payments to vaccinators for outreach and campaigns facilitation and supervision support. The MoH has since scaled up the use of mobile payments across the country.
- ii. **Using Financial Management Agents in Uganda to build financial management processes whilst managing risks.** Uganda's EPI programme had a history of fiduciary problems and poor audits. Gavi engaged a local partner as Financial Management Agent to provide assurance over fiduciary risk and to build capacities. The partner supported the Expanded Programme on Immunization (EPI) on financial systems training, IT configuration and improved tools and guidance. This has allowed all funds, except for large procurements, to remain within the government systems.

- iii. **Moving to sustainable financing and management in Côte d'Ivoire.** In 2017, several issues were identified with the MoH financial management system. In coordination with the government, TA was provided to complete an organisational review, establish a government-led Project Management Unit (PMU) and develop a grant management system. The MoH is now on track to strengthen the financial management systems.