



These key messages were prepared for



Evaluation of the operationalisation of Gavi’s strategy through Gavi’s policies, programmatic guidance and use of funding levers

Overview

These key messages are derived from an independent evaluation of the Gavi 5.0 strategy operationalisation model. The evaluation was commissioned by Gavi and undertaken by Euro Health Group, Denmark, together with Khulisa Management Services, South Africa. The purpose was to assess the effectiveness of Gavi’s strategy operationalisation model, generating evidence to (1) support the identification of strengths and weaknesses in the strategy operationalisation model and (2) generate organisational-level learning on Gavi’s strategy operationalisation model.

Key Messages



Develop and introduce

Invest sufficient time and resources into the strategy operationalisation and complementary organisational optimisation processes



Develop and introduce

Establish permanent oversight and coordination of the operationalisation process and resources



Continue

Consider minimal changes to the strategic objectives for Gavi 6.0



Act now

Encourage wider engagement of stakeholders in the operationalisation process, specifically country and Gavi country-facing staff



Act now

Reduce the number of funding levers



Continue

Review and expedite the Full Portfolio Planning process



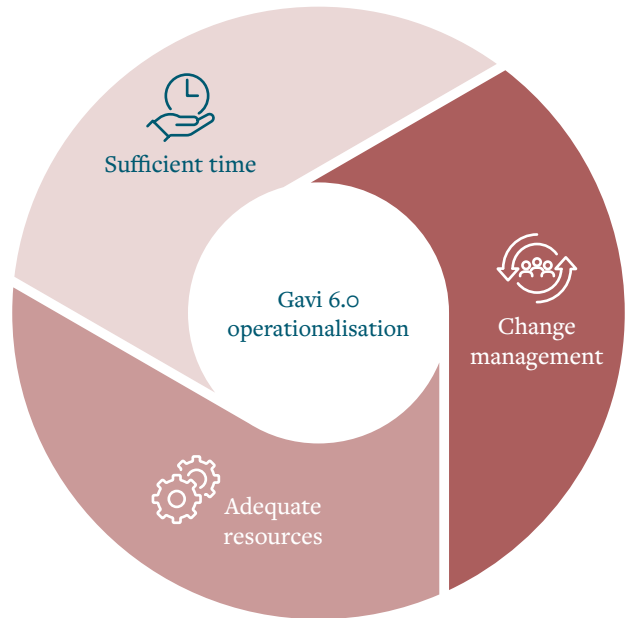


Develop and introduce

Invest sufficient time and resources into the strategy operationalisation and complementary organisational optimisation processes

To operationalise the Gavi 5.0 strategy, a well-structured process was put in place to update the relevant aspects of the Gavi model (e.g., funding policies and levers, programmatic approaches, portfolio management processes, organisational design, and partnership model) before the start of the strategic cycle. The initially planned two-year process should have been sufficient to address the strategy’s operationalisation and the underlying organisational and operational constraints. Unfortunately, these processes were interrupted when the Secretariat and countries had to respond to the COVID-19 pandemic, diverting time and resources. This resulted in delays in operationalising the strategy across workstreams, with some elements, e.g., the full portfolio planning (FPP) process, only fully implemented in a few countries and may not be completed until the next strategic cycle. Post-pandemic preparation for the next strategic cycle should be able to improve further the strategy operationalisation process and implementation of Gavi 6.0 if adequate time, resources, and change management efforts are dedicated, and the organisational optimisation

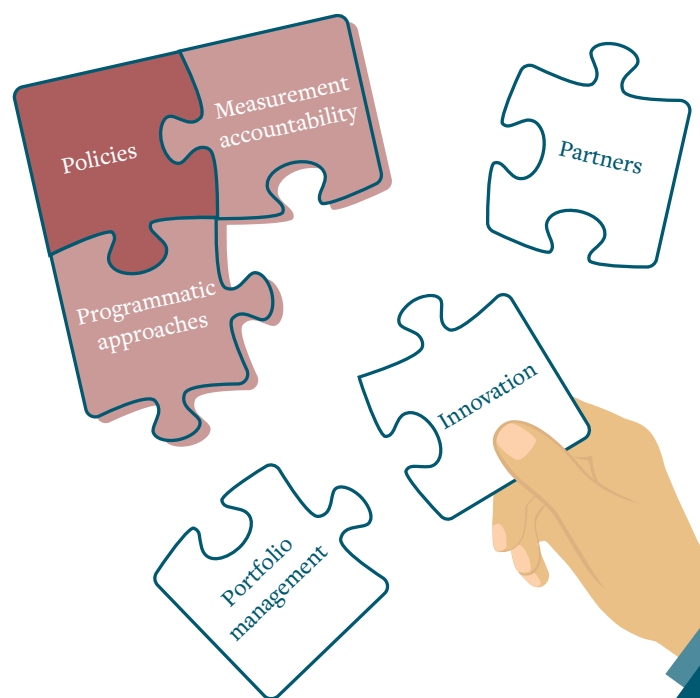
of the ongoing Operational Excellence process is leveraged and permanently embedded into the organisation.



Develop and introduce

Establish permanent oversight and coordination of the operationalisation process and its resources

The implementation of the operationalisation process was managed by a project management office (PMO) during the preparation of Gavi 5.0 under the leadership of the Deputy CEO with senior leads for each workstream. However, this was disbanded by the Executive Office as the pandemic required refocusing of strategies and reallocation of resources. Strategy operationalisation is a dynamic process that requires the highest level of continuous attention and, thus, for operational and accountability reasons, should be considered part of the scope of work of the Executive Office. The day-to-day operations could be managed by a permanent entity with the mandate and capacity to facilitate the operationalisation workstreams and coordinate the departments involved. The Executive Office should remain accountable for the entire operationalisation process, including resourcing and organisational management.





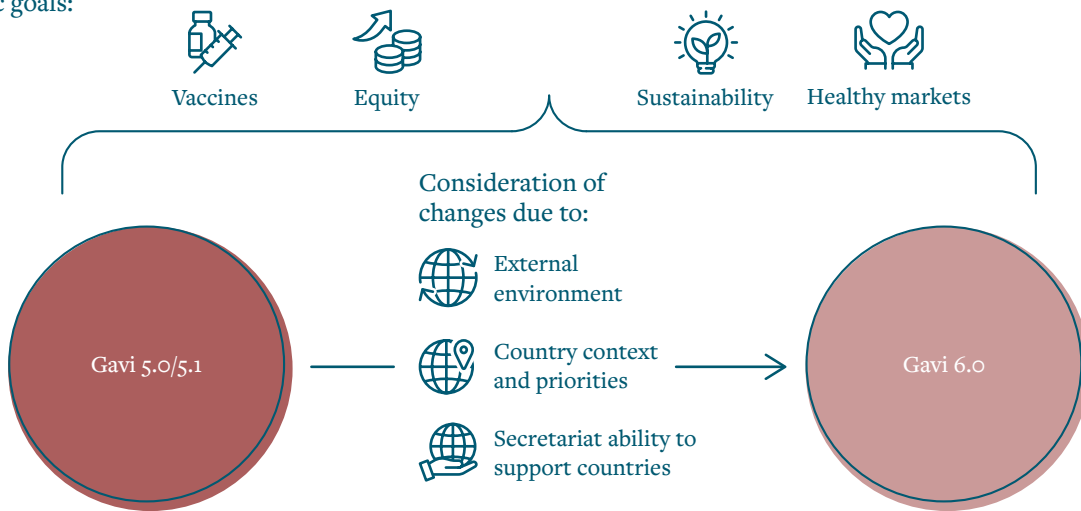
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Consider minimal changes to the strategic objectives for Gavi 6.0

With the substantial delays to operationalising Gavi 5.0, not least due to the COVID-19 pandemic, many countries are still reprogramming existing grants, applying for new grants, or undergoing a comprehensive FPP reflecting Gavi 5.0 strategic shifts. With the significant strategic shifts in the updated Gavi 5.1 agenda still in the process of being operationalised in many countries, the next strategy would benefit from minimal modifications

considering only those related to i) countries' contexts and priorities, e.g., building pandemic response capacities and refocusing on routine and zero-dose immunisation, ii) possible shifts in the external environment, e.g., addressing climate change or poly-epidemics, and iii) considering the Secretariat's ability to support the countries. This implies scrutinising the trade-offs on the extent of detail and choice of strategic changes.

Strategic goals:



Act now

Encourage wider engagement of stakeholders in the operationalisation process, specifically country and Gavi country-facing staff

During the initial phases of the operationalisation process, Gavi Alliance partners and countries were consulted through dedicated retreats and different working groups. Subsequently, the involvement of partners was tailored according to the operationalisation workstream needs; eventually, the pandemic became a limitation on such engagements. Besides the Alliance partners, there is a need for more and wider consultation with countries and country-facing staff within the Secretariat.

With the expansion of the Partners' Engagement Framework, local civil society organisations with a broader country contextual experience should be included in such consultations. Furthermore, Secretariat country-facing staff need to be engaged earlier and more intensively in the operationalisation process to ensure acceptance and feasibility of its outcomes and to facilitate the translation of the proposed policies and guidance into the design and implementation of country grants.





Act now

Reduce the number of funding levers

The number of funding levers with accompanying sets of policies, guidance, flexibilities, application, and implementation modalities has been confusing for countries and the Secretariat country-facing staff that support them. A reduction in the number of levers should not be purely a numerical exercise but instead based on a thorough review of i) what would be most

impactful to achieve the strategic objectives of both countries and Gavi, ii) separate versus integrated funding lever trade-offs, iii) flexibilities of the funding sources, and iv) the ability of the different teams to manage various funding levers. The latter should consider streamlining the different funding lever business owners across the departments.



Continue

Review and expedite the Full Portfolio Planning process

One of the developments with the most potential arising from the operationalisation of the Gavi 5.0 strategy has been the design and early implementation of the FPP process. While iterations of this grant planning modality existed in previous strategic periods, it was significantly updated and scaled up for Gavi 5.0. Countries appreciate the integration of the different funding levers, the simplified application form and process, and the extended duration of the subsequent grant. However, some elements require review to optimise the process,

such as the intensive preparation of the application and the need for specific funding lever applications to continue to exist outside of the FPP process. Lastly, few countries have engaged in the process as it only started in 2022, with the first grant disbursements in early 2023. It will be several years before all countries have grants based on the integrated FPP process. Therefore, a further review of the FPP process and expediting its roll-out should be considered for the remainder of Gavi 5.0/5.1 and well into Gavi 6.0.

54 countries

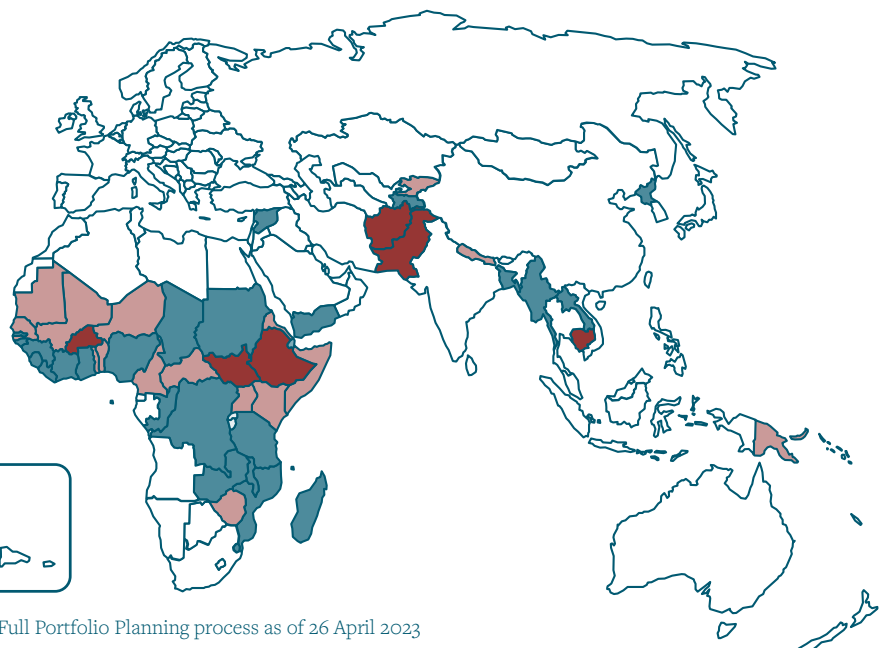
were eligible to apply for Gavi support in 2022*

7 countries

finalised the FPP process in 2022*

18 countries

targeted for FPP process in 2023*



*Data from the Full Portfolio Planning process as of 26 April 2023