Programme Capacity Assessment (PCA) - The Vaccine Alliance (Gavi)

Objective and features

1. Objective
PCA aims to identify risks and weaknesses and to make relevant recommendations for strengthening the in-country management and oversight of the vaccines and vaccine-related devices and direct financial support provided by Gavi.

2. Institutional coverage
National and subnational governments, nongovernmental implementers (nongovernmental organizations who mobilize resources to provide goods and services) as applicable.

3. Technical coverage
The assessment covers the following areas to the extent Management pillar (within the stocktaking scope), the Methodology section. Under the Financial Chain Management pillars are described in B. Vaccine and Cold Chain Management. The assessment covers three main pillars: A. Program Management, B. Financial Management, and C. Vaccine and Cold Chain Management. Requirements (GMR) which are annexed to Partnership Framework Agreements that Gavi has in place signed with countries. These requirements are discussed with implementation partners. There are three pillars in the PCA tool. The assessment is adaptive to the requirements, and the three pillars can be applied in isolation. This is decided at the scoping stage. Each pillar has questions across various areas.

Methodology

5. Methodology
The PCA report identifies the Grant Management Requirements (GMR) which are annexed to Partnership Framework Agreements that Gavi has in place signed with countries. These requirements are discussed with implementation partners. There are three pillars in the PCA tool. The assessment is adaptive to the requirements, and the three pillars can be applied in isolation. This is decided at the scoping stage. Each pillar has questions across various areas.

6. Benchmarking system
Scoring system, with narrative comments on the scoring presented in the key findings section (the comments are an important part of the report, adding context to the scoring). Every question is rated on a scale of 1 to 5 (1 = No, Non-existent, Not fit for purpose; 2 = Needs significant, urgent change or improvement; 3 = Satisfactory, Some improvement but no significant issues; 4 = Well fit for purpose; 5 = An example of good practice).

7. Linkage to PEFA framework
The indicators assessed under the Financial Management Pillar of the PCA are closely related to those of PEFA. However, given that PCA covers broad PFM aspects and is not specific to a sector, the PCA uses PEFA reports for input on the information on PFM performance more broadly.

8. Complementarity with PEFA framework
PCA compliments the PEFA Framework by assessing planning, budgeting, and financial monitoring processes; accounting and financial reporting capabilities; and systems and controls for the disbursement of funds. PCA is used to identify and support governments in determining the means to address any capacity gaps in order to strengthen the Gavi supported program, including through technical support (e.g., the Partner Engagement Framework) and coordination of direct financial support (e.g., through revitalization), where appropriate. The findings will inform the programming of Gavi grantees (e.g., Health System and Immunization Strengthening), technical assistance through the Partners’ Engagement Framework, and other engagement with countries and partners (e.g., advocacy work).

Development and use

9. Development and coordination
Launched in 2016, PCA replaced the Financial Management Assessment tool of Gavi. PCA was developed to broaden the scope of financial management assessment to include Program Management Capacity (PMC) and Vaccine and Cold Chain Management (VCCM) assessments in line with Gavi’s investments in programs, vaccines, and cold chains. The methodology was developed from experiences with other development partners like the Global Fund, WHO, UNICEF, FCDO, and ADB, who are actively pursuing similar objectives to that of Gavi in a country. A joint reform action plan is designed in such cases.

10. Assessment management
PCA is conducted at the start of each investment program by Gavi. The assessment involves four stages: scoping, desk review, in-country review, and reporting and agreement with the country. Most of the assessments are done with the support of consultants.

11. Uses by the government and members of the PFM community
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12. Sequencing with other tools
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