



## Gavi – The Vaccine Alliance

### KEY RECOMMENDATIONS OF STRATEGIC IMPORTANCE

#### EVALUATION MANAGEMENT RESPONSE

**Business Owner:** Santiago Cornejo, Director, Immunisation Financing & Sustainability  
**Partners:** UNICEF, WHO  
**Evaluation Title:** Evaluation of Gavi's Co-financing, Eligibility and Transition Policies  
**Evaluation Year:** 2019

1.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION for Gavi
	The predictability and transparency of the Policies were clearly identified as strengths. However, the lack of flexibility in their application has created a growing need for ad hoc exceptions, suggesting the design of the Policies may need to be revisited	Consider re-designing aspects within the Policies to enable a more tailored and flexible approach to their application in response to evolving country contexts and a broader range of scenarios, whilst maintaining and safe-guarding key attributes including transparency and predictability.	Agree	<p>1. The Gavi Board already approved in December 2019 to include in the policy a more proactive consideration of co-financing flexibilities in exceptional circumstances (e.g. fiscal distress and humanitarian crises) based on a robust Secretariat-led governance process.</p> <p>Present to the Board the final policy for approval.</p> <p>2. The Gavi Board already approved in December 2019 to tailor the accelerated</p>

				<p>transition phase in exceptional circumstances, based on defined coverage and equity criteria and a robust Secretariat-led governance process.</p> <p>Finalise the specific coverage and equity criteria and present to the Board for approval.</p>
<b>2.</b>	<b>FINDING/S</b>	<b>RECOMMENDATION</b>	<b>RESPONSE</b>	<b>ACTION for Gavi</b>
	<p>On balance, the use of the GNI p.c. appears to be an acceptable indicator for the Gavi eligibility threshold but given country experiences and the variability of programmatic readiness to transition, additional criteria should be applied in the accelerated transition phase to ensure maximum impact and sustainability of Gavi support.</p>	<p>A measure of programmatic capacity should be incorporated alongside the GNI p.c. criterion in the Eligibility and Transition Policy and applied in a way that incentivises domestic investment into programmatic sustainability so as not to create perverse incentives.</p>	<p>Agree</p>	<p>The Gavi Board already approved in December 2019 to tailor the accelerated transition phase in exceptional circumstances, based on defined coverage and equity criteria and a robust Secretariat-led governance process.</p> <p>Finalise the specific coverage and equity criteria and present to the Board for approval.</p>
<b>3.</b>	<b>FINDING/S</b>	<b>RECOMMENDATION</b>	<b>RESPONSE</b>	<b>ACTION for Gavi</b>
	<p>Solid improvements in country engagement have been noted in</p>	<p>Collaboration with countries should regularly include a review</p>	<p>Agree</p>	<p>1. Provide access to a flexible scenario-building tool to</p>

	<p>recent years, based on lessons learned around the implementation of the Policies, and in relation to transition planning. However, there is further scope for earlier and broader engagement at the country level.</p>	<p>of financing and programmatic implications of introducing new vaccines or shifting to new formulations.</p>		<p>assess the financial implications of new vaccine introductions and shifting of formulations, to be used at different points of country engagement process (potentially as part of Gavi's project to integrate vaccine requirements analysis into applications and review systems - subject to final project design and applicable timelines).</p> <p>2.Ensure countries have access to available guidance &amp; tools (and technical assistance as required) to review the programmatic implications of vaccine introductions and product switches as part of Gavi 5.0 Strategy operationalization.</p>
<b>4.</b>	<b>FINDING/S</b>	<b>RECOMMENDATION</b>	<b>RESPONSE</b>	<b>ACTION for Gavi</b>
	<p>The programme filter is not an adequate mechanism to determine eligibility for support for new vaccine introduction.</p>	<p>Add nuance to the programme filter in the Eligibility and Transition Policy and/ or substitute it with a more comprehensive means to</p>	<p>Agree</p>	<p>The Gavi Board already approved in December 2019 to remove the generic programme filter in the Eligibility and Transition Policy.</p>

		determine eligibility for new vaccine introductions.		Present to the Board the final policy for approval and, as necessary, replace the filter with tailored, vaccine-specific criteria to be included in application guidelines.
	FINDING/S	RECOMMENDATION/S	RESPONSE	ACTION/S for Gavi
5.	The co-financing requirements for campaign vaccines have not worked well and represent an 'ineffective middle ground' in which high transaction costs and added complexities outweigh the limited benefits.	Remove the co-financing requirements for campaign vaccines.	Agree	Present the recommendation to the Board as part of the Funding Policy Review process.
	FINDING/S	RECOMMENDATION/S	RESPONSE	ACTIONS for Gavi
6.	Transition implementation has improved. However, programmatic and institutional challenges continue to be significant throughout and beyond the transition period.	Further align and strengthen transition and post-transition support provided to countries in the accelerated transition phase and post-transition.	Agree	1. As part of the roll-out of Gavi 5.0 Strategy initiate an approach to monitor risk and tailoring support to Gavi supported countries based on an agreed engagement framework. This would allow identifying and addressing bottlenecks earlier on, so that by the time countries

				<p>reach transition, those are minimised, setting the path for successful transition.</p> <p>2. The Gavi Board already approved in 2019 to institutionalise an approach to supporting former Gavi-eligible countries.</p> <p>Finalise the proposed specific scope of support and present to Gavi Board for approval.</p>
	<b>FINDING/S</b>	<b>RECOMMENDATION/S</b>	<b>RESPONSE</b>	<b>ACTION</b>
7.	There are concerns that inadequate consideration of domestic financing for operational costs of delivering immunisation services poses potential risks to both financial and programmatic sustainability.	Consider sustainability of immunisation programme costs more broadly – including for operational costs to aid country transition planning.	Agree	Operationalise the recently Board-approved Strategic Objective 3b under Gavi 5.0, aiming to promote funding for primary health care, through appropriate policy/guidelines and measure progress against the objective.