



Gavi – The Vaccine Alliance KEY RECOMMENDATIONS OF STRATEGIC IMPORTANCE EVALUATION MANAGEMENT RESPONSE

Business Owner: Gavi HSIS and Market Shaping teams

Partners: Gavi Alliance Partners

Evaluation Title: Evaluation of Gavi’s Cold Chain Equipment Optimization Platform (CCEOP)

Evaluation Year: 2018 – 2021 (Endline Report 2021 & Market Shaping Report)

1.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>Relevance:</p> <p>CCEOP planning was a transparent, inclusive, government-led process in general, but with limited contribution from the sub-national level for planning and application processes.</p> <p>Previous experience with the equipment and information from UNICEF, WHO, and Gavi influenced equipment selection.</p>	<p>Gavi Recommendation:</p> <ul style="list-style-type: none"> ▪ Assess the effectiveness of the warranty and how best to ensure it is optimally utilized by countries. <p>UNICEF Recommendation:</p> <ul style="list-style-type: none"> ▪ Develop a mechanism to receive country feedback on the implementation of the SBP contract for installation and on the warranty and process for repairs. ▪ Share documentation of CCE performance, SBP performance, de-linking experience, and warranty utilization. ▪ Track performance of de-linked countries using standards established for SBPs (i.e., length of deployment time, documentation of installation, timely resolution of post-installation issues, preventive maintenance practices). 	<p>Partially agree.</p>	<ul style="list-style-type: none"> ▪ Update and disseminate CCEOP application guidance requesting countries to assess SBP performance & warranty utilization ▪ Encourage PMTs to function as a sub-group under the NLWGs to have a more holistic view of CCE investments, maintenance, CCE performance, ODP validation and SBP performance ▪ Continue to monitor progress of delinking projects ▪ Conduct a delinking pilot project performance evaluation, and a high-level assessment of the COVAX CCE delinking countries to complement the assessment for

				<p>lessons learned and recommendations.</p> <ul style="list-style-type: none"> Scale up of delinking modality in priority countries pending positive delinking pilot project evaluation results and decision by Gavi.
2.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>Implementation and Effectiveness:</p> <p>CCEOP has successfully and substantially increased the availability and capacity of the cold chain system. However, having multiple brands of CCE has negatively affected knowledge of warranty and corrective and preventive maintenance practices.</p> <p>While training improved the capacity of the technicians considerably, there still appear to be some gaps in expectations and quality of the training provided on the maintenance of the CCE, including preventive maintenance with health workers.</p> <p>Having multiple brands of CCE has negatively affected knowledge of warranty and corrective and preventive maintenance practices.</p>	<p>Gavi Recommendation:</p> <ul style="list-style-type: none"> Continue coordinating across partners and donors, particularly as the COVID-19 vaccine roll-out is gaining traction and additional funding sources. Clarify proposal process, including the joint investment aspect, and equipment selection process to streamline the proposal timeline. Strengthen and expand support for maintenance for the cold chain system, beyond CCEOP-specific equipment. Through landscape shaping, emphasize the need for systems and processes to collect and use temperature monitoring data, regardless of the technology. <p>UNICEF Recommendation:</p> <ul style="list-style-type: none"> Clarify training expectations and implementation with SBPs and MOH. Develop guidance on different maintenance models. Clarify training details with manufactures and SBPs. 	<p>Partially agree</p>	<ul style="list-style-type: none"> Weekly partner coordination calls and ongoing collaboration to continue. Update CCEOP application guidance to provide clarity on country joint investment and CCE selection criteria and process. Strengthen of use of temperature and CCE performance monitoring data for decision making on CCE management, procurement and maintenance. Revise TORs for training under the service bundle LTAs to define needs per audience, expectations, streamline content and expand training modalities e.g. remote e.t.c Leverage PIIs to assess RTMD implementation e.g. access to

<p>There are inconsistencies in services provided by SBPs and warranty coverage across the three countries.</p> <p>The CCEOP is coordinated with other donors and partners for overall system strengthening, although better documentation could improve the coordination and planning.</p>	<ul style="list-style-type: none"> ▪ Develop standardized training CCE packages adapted to mobile platforms or distance learning. ▪ Identify SBP successes to refine roles and oversight of the SBPs. ▪ Continue efforts to clarify warranties with MOH. ▪ Ensure manufacturers of RTMD provide access to the dashboard. ▪ Continue efforts to clarify proposal processes, especially as requirements are updated. ▪ For future deployments, ensure precise and direct communication with the MOH and inclusive decision-making when changes are made. 		<p>platform, activation of devices, availability and quality of trainings</p> <ul style="list-style-type: none"> ▪ Leverage UNICEF ROs to train countries on warranties including the scope of the warranties, validity and implementation of the warranty. ▪ Develop maintenance and temperature monitoring training curriculum and material ▪ Undertake a cold chain financing study to provide a landscape of cold chain maintenance challenges and potential financing solutions for improvement across various operational models e.g insourced, outsourced or pay for outcomes. ▪ Explore funding targeted implementation of innovative maintenance models for future adoption via SFA funding.
3. FINDING/S	RECOMMENDATION	RESPONSE	ACTION
<p>Efficiency:</p> <p>Most respondents are very satisfied with the CCEOP equipment, with cost savings and less maintenance required with better performing equipment.</p> <p>Decommissioning of old equipment is still not clearly implemented.</p>	<p>Gavi Recommendation:</p> <ul style="list-style-type: none"> ▪ Support developing a system for tracking CCE status and performance and include periodic reporting from the system on CCE status to feed into the grant performance framework. ▪ As part of future funding opportunities, require countries to develop and fund more robust maintenance plans and report on CCE performance as part of reporting requirements with special attention on sub-national levels. 	<p>Agree</p>	<ul style="list-style-type: none"> ▪ Reinforce RTMDs, access to dashboard and use of data for decision making. ▪ Require countries to provide information to Gavi on CCE performance to inform decision making at global level. ▪ Streamline reporting on CCE functionality with in Gavi.

		<p>UNICEF Recommendation:</p> <ul style="list-style-type: none"> Reiterate available guidance on decommissioning obsolete equipment. 		<ul style="list-style-type: none"> Guidance on maintenance planning to be incorporated in the updated CCEOP application guidance Incorporate available guidance on CCE decommissioning in the Gavi application guidance, Programme Funding Guidelines for ease of access by countries and establish progress made on decommissioning for obsolete CCE
4.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>Outcome and Results:</p> <p>While there is evidence that the frequency of immunization sessions has increased, the impact of CCE on immunization coverage rate is inconclusive.</p>	<p>UNICEF Recommendation:</p> <ul style="list-style-type: none"> Provide technical support to the PMT/MOH to study the constraints in the immunization supply chain and immunization program in order to develop a comprehensive package for its improvement. <p>Gavi Recommendation:</p> <ul style="list-style-type: none"> Consider commissioning a study to examine the impact of the supply chain as a whole (stock-outs, reliability of CCE, distribution standards, etc.) on immunization coverage. improvement. 	Partially agree	<ul style="list-style-type: none"> Leverage findings from existing data collection and reporting mechanisms e.g EVM assessments and programmatic data (e.g. via eJRF) to understand impact on the immunization supply and cold chain system in order to make adjustments to SC support and CCEOP
5.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>Sustainability:</p>	<p>Gavi Recommendation:</p>	Agree	<ul style="list-style-type: none"> Country joint investment approach in 5.0 already shared with countries

<p>There was little indication that the joint investment contributed to financial sustainability or country ownership.</p> <p>The overall health system has not kept pace with the new CCE in terms of the need for more resources.</p>	<ul style="list-style-type: none"> ▪ Consider innovative approaches to the co-financing requirement, such as regarding government contribution to the maintenance system or dedicated time to manage the CCE as part of this requirement. ▪ Continue to shape maintenance models to fit country contexts. <p>UNICEF Recommendation:</p> <ul style="list-style-type: none"> ▪ Engage PMT/MOH more closely with SBP contracting to develop more ownership in the process ▪ Consider updating guidance on stock management and distribution frequency with better performing and more reliable CCE, potentially holding stock for more than a month in facilities if cost efficiencies can be found. (Also relevant for the MOH). ▪ Continue to iterate on maintenance models to strengthen these systems. 		<p>requesting for support. Gavi encourages countries to increase use of non-Gavi funds as a means to enhance country ownership and sustainability for CCE investments</p> <ul style="list-style-type: none"> ▪ Explore alternative approaches for co-financing in 6.0 ▪ Support introduction of new CCE maintenance models in countries leveraging SFA funding. ▪ Standardize the approach for engaging NLWG/PMT/MoH with LSP activities. ▪ Update Vaccine Management Handbook on stock management in line with recommendations.
<p>6. FINDING/S</p>	<p>RECOMMENDATION</p>	<p>RESPONSE</p>	<p>ACTION</p>
<p>Market Shaping:</p> <p>CCEOP has been successful in stimulating a r awareness, availability, and use of higher pe countries. There is value in more org; procurement and information sharing for CCE</p>	<p>Gavi and UNICEF Recommendation:</p> <ul style="list-style-type: none"> ▪ Look at models used for procurement of other durable equipment (procured by UNICEF and others). ▪ Pilot a specifications-based procurement model and create funding incentives for 	<p>Partially agree</p>	<ul style="list-style-type: none"> ▪ Develop and implement the 3-preferences approach. ▪ Develop proposal on longer-term view to have a specifications-based

<p>The revised MS objectives were appropriate to address some of the challenges observed with the original objectives, which at times were at odds or mutually inconsistent. However, the revised objectives have not fully reconciled the tensions between observing country preferences, achieving continuous product innovation, recognizing cost savings, and maintaining a relatively large number of interested suppliers - alongside a relatively static demand outlook.</p>	<p>countries who agree to use this model.</p> <ul style="list-style-type: none"> ▪ Consult with countries on brand preferences/perceptions. ▪ Assess 25% allocation model to determine if/how this could be increased (to 30%? 40%?) to further advance MS objectives." <p>Gavi and Alliance partners:</p> <ul style="list-style-type: none"> ▪ Alliance needs to clarify role/goals with MS; Gavi to determine "ideal" number of suppliers in the market to meet healthy market goals and establish clearer strategy to do so. ▪ Explore pricing, allocation and financing levers to achieve set goal, even if at odds with country choices. 	<p>Agree</p>	<p>application and procurement approach for Gavi leadership review.</p> <ul style="list-style-type: none"> ▪ The 2021 Roadmap laid out targets (confidential) and the strategy around potential ideal number of suppliers the market can best support and also noted the goal of preventing premature market exists ▪ Implement the 3-preferences application and procurement approach. ▪ Explore volume guarantee proposals with suppliers through the UNICEF SD tender process for ILRs/SDDs
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The full detailed version can be accessed by request to Gavi Secretariat.