



## Gavi – The Vaccine Alliance

### KEY RECOMMENDATIONS OF STRATEGIC IMPORTANCE EVALUATION MANAGEMENT RESPONSE

**Business Owner: Head Policy**

**Evaluation Title: Fragility, Emergencies, and Refugees (FER) Policy Evaluation**

**Evaluation Year: 2021**

1.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>The FER Policy is relevant to Gavi’s direct and indirect beneficiaries. It is robust enough to allow flexibility in applying Gavi policies and operations in countries that face fragility, emergencies, or a refugee situation. However, the relevance of the policy is challenged in Gavi-eligible countries that face localised fragility not eligible according to the criteria of the policy, and in non-Gavi-eligible countries that face fragility or an influx of refugees with similar health needs.</p> <p>in terms of operationalisation of the policy, Gavi’s processes are not fully suitable for a rapid response and operational constraints hamper immediate application of the FER policy, thus reducing the potential of added effectiveness.</p>	<p>Review and revise the application mechanism for eligibility criteria to allow prompt decision-making on eligibility where immediate action is required, in particular in emergency and refugee influx situations, and consider allowing subnational targeting/eligibility.</p> <p>Adjustments should be made in alignment with the Gavi Strategic Period 5.0, including application in non-eligible or no longer eligible countries.</p>	<p><b>Partially Agree.</b> While Gavi is cognisant of the needs of fragile Middle income countries, given the ambitious Gavi 5.0 agenda, and the roll out of COVID-19 vaccines, the Secretariat is investigating as part of the policy review whether it is possible to provide support to certain vulnerable populations in never-eligible middle-income countries such as refugees, internally displaced populations, and vulnerable migrants</p>	<ol style="list-style-type: none"> <li>1. Revise methodology to classify countries as fragile, to include immunisation criteria</li> <li>2. Identify what learnings can be obtained from humanitarian buffer in order to provide support for fragile middle-income countries hosting large numbers of refugees/ IDPs</li> <li>3. Consultation with Alliance partners, including UNICEF, WHO and Global Fund to determine Gavi support in emergencies, and which countries are classified as fragile</li> <li>4. Review Gavi's processes in emergencies to ensure speed in decision/ approval and available funding</li> </ol>

2.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>The FER policy is aligned with other Gavi policies, and it also includes references to principles related to gender, equity, transparency and accountability. However, the FER policy features are not prominently referred to in Gavi's new Strategic Period 5.0, although Gavi is increasingly moving towards contextualised adaptation in FER settings, due to its strategic push towards equitable immunisation access. The particular focus on fragile contexts in the Gavi Strategic Period 5.0, including an updated country classification, warrants the pertinence of flexibilities for emergency and refugees in the FER policy.</p>	<p>Align the FER policy with the approach to fragile settings outlined in the Gavi Strategic Period 5.0 and position an updated FER policy more prominently in the Gavi Strategic Period 5.0, underscoring the need to address pockets of low coverage and focusing on emergencies and refugees.</p>	<p><b>Partially agree.</b> Gavi 5.0 is focussed on leaving no one behind, which placed a specific focus on reaching zero dose children. 50% of zero dose children reside in countries identified as fragile (as per FER policy classification). A deliberate effort has been placed on fragile settings, as seen the development of a specific fragile and conflict segment in the country programmes team, and a revised approach for working in these settings. In addition, dedicated funding through the Equity Accelerator Funding is placed on partnerships in fragile settings in 12 vulnerable countries in the Sahel and horn of Africa. Conflict is a distinct segment prioritised through the zero dose approach. Therefore, a lot of focus is placed as part of Gavi 5.0 on fragile and conflict settings</p>	<p>1. Revise FER policy to ensure a focus on reaching zero dose children</p>
3.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>The Operational Guidelines (3.16) are clear and provide a sufficient basis for</p>	<p>Identify or create a 'custodian' or a specific FER team within the</p>	<p><b>Agree</b></p>	<p>1. Set up fragile and conflict segment, and resource it with</p>

	<p>ensuring consistency in the application of the policy, but this has not prevented differing levels of understanding and varying interpretations of the policy, both internally and externally.</p> <p>In practice, this has led to a lack of consistency across countries in the application and operationalisation of the policy, although precedent-setting and learning by doing have balanced this to a certain extent. In responding to the agile needs of countries, requests for and operationalisation of flexibilities have been hampered for several reasons: (a) limited internal and external communication around the policy ; (b) reluctance to deviate from strong standardised internal procedures; (c) lack of a 'custodian' of the policy within the Secretariat to ensure efficient and effective implementation scale-up to increase accountability of FER policy implementation, and to increase knowledge within Gavi and its partners on these topics.</p>	<p>Secretariat that 'owns' the policy and that has experience and understanding of FER settings. This team should be mandated to ensure efficient and effective scale-up and consistent application of FER policy implementation, to improve monitoring (M&amp;E framework, FER Tracker) and accountability, and to capacitate Gavi staff. Prepare a communication strategy on these topics and effectively communicate this internally.</p>		<p>director of fragile/conflict settings</p> <p>2. Revise the FER operational guidelines to ensure shared understanding of the FER policy flexibilities and their governance channels.</p>
<b>4.</b>	<b>FINDING/S</b>	<b>RECOMMENDATION</b>	<b>RESPONSE</b>	<b>ACTION</b>
	<p>The nature and extent of engagement with Alliance partners and CSOs have varied over time. Engagement has been more intensive since 2019, inter alia due to pooled arrangements, but lengthy partnership negotiations, Gavi's limited country presence, and different</p>	<p>In line with the focus on fragile settings as foreseen in the Gavi Strategic Period 5.0, consider contracting liaison officers in FER settings, based on positive experiences in other countries.</p>	<p><b>Agree</b></p>	<p>1. Continue pushing for contracting liaison officers in fragile countries. This has already started in some countries.</p>

<p>perceptions of partnerships remain important barriers to establishing partnerships with CSOs and humanitarian agencies. The limited implementation absorption rate of traditional Alliance partners warrants extending collaboration with other partners with track records in FER settings.</p> <p>Gavi has been increasingly successful in joining country-level humanitarian coordination platforms. Pooled funding mechanisms that resource joint programmes provide Gavi with access to key non-government partners that can cover hard-to-reach areas. The FER policy has enabled Gavi to seek this coherence and effectiveness in its programmatic approach.</p> <p>Lessons learned are currently being used to establish global memoranda of understanding (MoUs) with humanitarian actors in the context of the Gavi Strategic Period 5.0. The evaluation encountered different perceptions about these new partnerships: Gavi considers them generally to be effective and efficient, while some of the humanitarian organisations raised concerns about the lengthy processes at Gavi, not only for establishing these partnerships, but also for supporting governments and partners in getting FER flexibilities approved.</p>	<p>Presence of liaison officers is expected to facilitate the coordination and preparation of requests for flexibilities under the FER policy, including responding to requests for clarifications.</p>		

5.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>The intended result of the FER policy, increasing the effectiveness of support towards equitable access to immunisation, was achieved, according to a large majority of informants, but this could be not fully assessed by the evaluation team, for the following reasons:</p> <p>(1) The M&amp;E framework is adequately designed but data are not captured and centrally consolidated and analysed for decision-making;</p> <p>(2) national annual routine immunization data available through country Grant Performance Frameworks (GPF) do not allow for the analysis of specific populations, targeted areas, refugees, migrants, IDPs, or emergencies;</p> <p>(3) The FER Tracker tool that keeps track of the FER flexibilities that are granted is not used by Gavi in a systematic way, which makes monitoring of the implementation of the policy challenging.</p> <p>Findings from the country case studies show that the requirement for using quality data and analysis (which are often not readily available) hampers quick responses and decision-making, and leads to lengthy negotiation and approval processes. This is a balancing act, where a</p>	<p>Strengthen the capturing and analysis of tailored data that provide decision makers with results from the FER M&amp;E framework. To that end, develop a FER M&amp;E plan that is managed and coordinated by the Secretariat and supported by sufficient human resource capacity at headquarter and country level (e.g. “custodian” at the Secretariat, and liaison officers in the countries.</p>	<p><b>Agree</b></p>	<ol style="list-style-type: none"> <li>1. Develop a theory of change for Gavi's engagement in fragile settings</li> <li>2. Develop a revised Monitoring framework that captures the relevant information on flexibilities extended</li> <li>3. Assign roles and responsibilities to ensure the monitoring framework is regularly updated, reviewed, and provides real time lessons</li> </ol>

	higher risk appetite is required – a key principle that is included in the FER policy.			
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***The full detailed version can be accessed by request to Gavi Secretariat.***