

Annex C: Gavi 6.0 - High level approach to operationalising the new strategy

1. **Following Board consideration of Gavi 6.0 in June 2024, the Secretariat will start operationalising the new strategy**, with the aim to conclude by December 2025. Gavi 5.1 execution will, however, remain the priority over the next 18 months. The operationalisation will build on lessons learned from recent external evaluations¹. Based on early planning, the operationalisation will be structured around five workstreams and informed by the latest financial forecast for Gavi 6.0. The operationalisation will build on lessons learned from recent external evaluations. A strategic coordination mechanism will ensure alignment and progress of the workstreams in the Secretariat.
 - i. **Workstream 1: Development of a theory of change and measurement framework.** The Secretariat will translate the Gavi 6.0 'one-pager' into a Gavi 6.0 'theory of change'. The theory of change will provide the basis for the Gavi 6.0 measurement framework, including the indicators (incl. final mission indicators) and targets that will be brought to the Gavi Board for approval in 2025.
 - ii. **Workstream 2: Finalisation of key sub-strategies.** These sub-strategies or approaches will include (i) the Health Systems Strategy (with work already ongoing since September 2023; see Doc 06b); (ii) Gavi's new approach to Fragile, Conflict, and Humanitarian settings; and (iii) Gavi's Climate Change approach. These will be developed in the second half of 2024 and first half of 2025. Gavi's market shaping strategy is also subject to updates in 2025.
 - iii. **Workstream 3: Updates of Gavi's programmatic policies.** The updates will include the review of the Eligibility and Transition Policies; the Co-financing Policy and the Health Systems and Immunisation Strengthening Policy to hardwire the evolution of Gavi's support into its funding policies. These will be brought to Board for approval in the second half of 2024 and first half of 2025.
 - iv. **Workstream 4: Evolution of the Alliance partnership approach.** This will involve enabling the Partner Engagement Framework (PEF) to support a new partnership agenda, including the consolidation of global and regional funding mechanisms for strengthened coordination, accountability, and impact. New partnerships at local and regional level will be designed and implemented to deliver on Gavi 6.0 priorities, such as those focusing on PHC and engagement in Fragile, Conflict, and Humanitarian settings, including with the private sector. Additionally, the Alliance will continue efforts to drive collaboration with other global health initiatives, such as the Global Fund to Fight AIDS, Tuberculosis and Malaria in line with the Lusaka Agenda, and forge new innovative financing partnerships, e.g. with multilateral development banks.

¹ Available here: <https://www.gavi.org/programmes-impact/our-impact/evaluation-studies>

- v. **Workstream 5: Update of the Secretariat operating model and Operational Excellence (OE) agenda.** The evolution will primarily focus on operating processes and tools. Updates to Gavi's vaccine and programme funding guidelines and application materials will ensure alignment with Gavi 6.0 priorities and approaches. The Alliance will also initiate (re)programming of its cash support and PEF technical assistance to countries for the next strategic period as needed to align with Gavi 6.0 priorities². Through the EVOLVE project, Gavi will revamp its grant management processes including the consolidation of its funding levers, aimed at enhancing the effectiveness and efficiency of resource allocation. Other OE initiatives will integrate the operationalisation of the Gavi 6.0 shifts into their workplans and deliverables.

² This could include an increased focus on the specific improvements required to enhance immunisation delivery systems and outcomes through targeted, catalytic interventions to maximise impact; investments to enhance data visibility, cross country peer-to-peer learning opportunities etc. (see Doc 06b for details)