

Subject	Approach for Gavi 6.0 strategy design and the road to replenishment
Agenda item	05
Category	For Information

Section A: Summary

Context

The Gavi 6.0 strategy will set out the Alliance's vision, mission, strategic goals, objectives, operating principles, and critical enablers for the 2026-2030 period. The strategy is being developed against a backdrop of poly-crises such as climate change and growing fragility and conflict and an increasingly constrained donor environment. The process will encompass three phases from contextual trends and the vision for Gavi 6.0 (until October 2023); to discussion of strategic options (October 2023 - January 2024); to making trade-offs and finalising the new Gavi strategic 'one-pager' framework (January 2024 - May 2024). Building on early discussions at the Board retreat in March 2023, this report presents an overview of the envisioned process to design the new strategy, to be presented to the Board for approval in June 2024.

Aligned with the Gavi 6.0 strategy development process, this report also outlines the road to replenishment which would take account of the issues which are particularly salient for donors in the context of numerous upcoming elections. These notably include the changing landscape of global health architecture, fiscal challenges, and the need to proactively orchestrate replenishments and develop a shared narrative with other international organisations. The proposed process will be implemented in phases from the Mid-Term Review (MTR) in Madrid in June 2023 to a listening phase, followed by the December Board meeting with a discussion on the Gavi 6.0 strategy, an Investment Opportunity launch event in Q3 2024 based upon the Gavi 6.0 strategy¹ and a pledging conference in Q4 2024/Q1 2025. The plan would be to set in motion a proactive resource mobilisation process so that the design reflects an appreciation of the funding landscape.

Questions this paper addresses

- What will be the process to design Gavi 6.0?
- What will be the approach to the replenishment for Gavi 6.0?
- How are the strategy design and replenishment linked?

¹ To be presented to the Board for approval in June 2024

Section B: Facts and Data

1. Designing Gavi 6.0

- 1.1 **Through the development of Gavi 6.0, the Board will set out the Alliance's vision, mission, strategic goals, objectives, operating principles, risk tolerance and strategic enablers for the 2026-2030 period.** The Board will be invited to approve Gavi 6.0 at its June 2024 meeting, five years after the approval of the Alliance's Gavi 5.0 strategy. The start of the Gavi 6.0 period will be in January 2026, 18 months after the proposed approval of the new strategy by the Board. The 18-month period will focus on finishing the execution of the Gavi 5.1 agenda, the operationalisation of key shifts emerging from Gavi 6.0 to be ready to implement the new strategy from day one, as well as the replenishment process (see Section 2).
- 1.2 **The Gavi 6.0 strategy will be synthesised into a 'one-pager' framework and accompanying narrative** that the Board will be invited to formally approve in June 2024. A paper on the approach to operationalising the strategy will also be discussed by the Board in June 2024.
- 1.3 **At its March 2023 retreat, the Board reflected on the key contextual trends impacting the Alliance and highlighted opportunities and key considerations for the Alliance to be explored in the development of Gavi 6.0.** Board members discussed the key contextual factors such as:
 - Backsliding of Routine Immunisation following the COVID-19 pandemic in Gavi-supported countries and Middle-Income Countries;
 - Increased pressures on health systems in lower-income countries driven by population growth, urbanisation, growing fragility and conflicts and migration;
 - Climate change posing an unprecedented challenge to global health security and contributing to this 'era of poly-crises';
 - Innovation in immunisation systems and technologies, new vaccine agenda; and
 - The reshaping of the global health architecture and of the international community (including new collaboration models in global health, regionalisation, the reshaping of the Pandemic Preparedness and Response architecture, fiscal constraints and multilateralism being put to the test).
- 1.4 **Board members noted that there are important opportunities in Gavi 6.0 for the Alliance to amplify its impact on leaving no one behind with immunisation and broader global health objectives,** taking into account the broader context. The considerations to be explored in Gavi 6.0 design include Gavi's future approach to investing into health systems (HSS) and strengthening of immunisation programmes, the zero-dose agenda, the

expansion of its portfolio of supported vaccines in the context of the Vaccine Investment Strategy (VIS) 2024 across different target groups, the evolution of its support to Middle-Income Countries (MICs) and more broadly of its eligibility, transition, and co-financing model. Gavi 6.0 is also the opportunity to explore the Alliance's contribution to global health security and to mitigating the consequences of climate change in Gavi-supported countries. Board members emphasised that the Alliance will have to make strategic choices and trade-offs across current and potential new priorities. They also highlighted that the design of Gavi 6.0 should assess the relevance of the Alliance's partnership and operating model in the context of the ongoing reshaping of the global health architecture and build on the lessons from Gavi 5.0/5.1, COVID-19 and COVAX, including coming from the ongoing external evaluations (see Appendix 1 for the Board retreat summary).

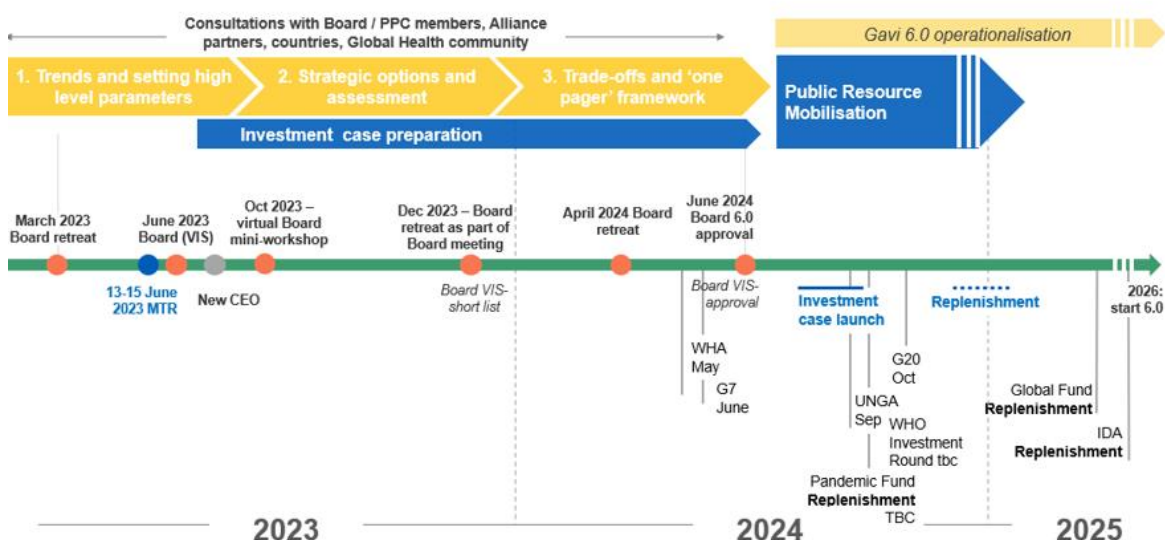
1.5 As with Gavi's previous five-year strategies, Gavi 6.0 will be an Alliance strategy. The new Gavi CEO and the Board will lead its development based on a consultative process with countries, the Alliance and the broader global health community and analytical background provided. As described in Figure 1, the design of Gavi 6.0 will follow three main phases, each involving key touchpoints with the Board. This is aligned with the ramp up process for the new CEO and grounded in feedback from the Gavi 5.1 design process. Board members expressed appreciation for the opportunities to co-create the 5.1 strategy by engaging jointly and informally in 'brainstorming mode' along the way:

- 1) *Trends and Gavi 6.0 vision & high-level opportunities for impact (until October 2023)*: this first phase was initiated with the March 2023 Board retreat. As described above, the Board explored key trends impacting global health and the Alliance and provided an initial view on the strategic questions to be explored in the design of Gavi 6.0. In this phase, and once Gavi's new CEO has started and had a chance to familiarise himself with the Alliance, the Board will also discuss at a high level the potential opportunities for impact that would guide the vision for Gavi 6.0 and ultimately help assess strategic trade-offs. This discussion will take place during a dedicated virtual Board mini-workshop on 10 October 2023.
- 2) *Strategic options and assessment (October 2023 - January 2024)*: this phase will focus on building high-level options for potential Gavi priorities across Gavi's future strategic goals. These options will be mapped against the opportunities for impact to enable trade-offs to be surfaced. The Board will explore these options and provide an initial assessment during a dedicated one-day retreat as part of the December 2023 Board meeting.
- 3) *Trade-offs and 'one-pager' framework (January – May 2024)*: Building on the previous phase, the Board will evaluate strategic trade-offs and financial implications across a set of scenarios for the new strategy and capture the outcomes of these choices in the new Gavi 6.0 'one-pager'. This phase will also focus on planning the operationalisation of Gavi 6.0 and starting to

prepare for the replenishment. Critical touchpoints for the Board during this phase will include the Board retreat in April 2024 and the June 2024 Board meeting. Other touchpoints will be convened as needed.

- 1.6 **Throughout these phases, consultations with stakeholders will include engagement with Gavi-supported countries, Alliance partners and the broader global health community.** These consultations will take different forms including in-country partner and country representative meetings, engagements at technical level, open panel discussions, surveys and online and in-person workshops. A larger Alliance gathering with participants from global, regional, and country level on Gavi 6.0 is planned for Q1 2024 in Geneva.
- 1.7 **The Gavi 6.0 design will be closely linked and aligned with the Vaccine Investment Strategy (VIS) 2024** (see Doc 09). Investment cases and prioritisation options from the VIS will inform the 6.0 design process, and vice versa. The Board will decide on Gavi 6.0 and the VIS at the same meeting in June 2024.
- 1.8 **Following the Board decision in June 2024 the Alliance will operationalise the new strategy to be ready for launch on 1 January 2026.** This would, for example, entail the design of the Gavi 6.0 measurement framework, updates of Gavi's programmatic policies (e.g. the eligibility & transition policy, the co-financing policy and the Health Systems and Immunisation Strengthening (HSIS) policy), funding levers, programmatic approaches and guidelines; detailing and implementing a potential evolution of the Alliance and Secretariat operating model for engaging at global, regional and country level in line with Gavi's operational excellence (OE) agenda; and consideration of the Alliance's future risk appetite across various business dimensions.

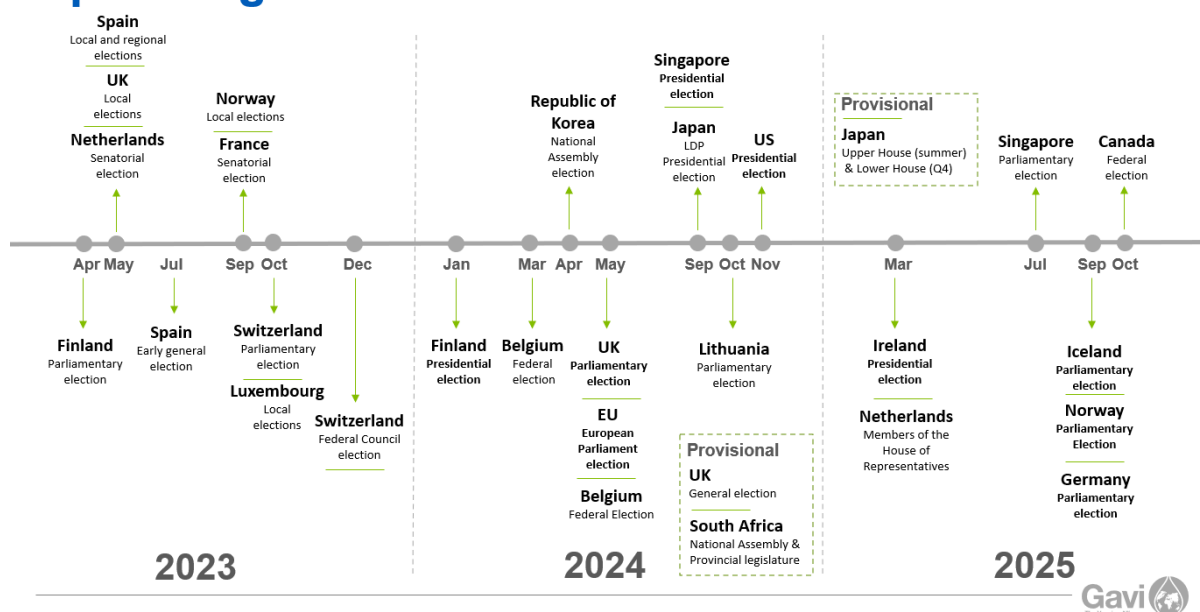
Gavi 6.0 development and replenishment timetable



2. The road to replenishment

- 2.1 **As discussed at the March 2023 Board retreat, Gavi is now entering a critical phase of its replenishment process** to raise resources for Gavi for 2026-2030. In addition to the context for the 6.0 strategy process, there are several factors which are particularly salient for the replenishment. A number of donors are holding elections before 2025. At the same time the global health architecture is evolving to reflect new challenges and to continue to strengthen impact, including with the creation of the Pandemic Fund and an impetus for greater collaboration and alignment of global health initiatives. In this respect and others, the resource mobilisation approach will align with the international agenda - including by building on the G7 Leaders' Summit in Hiroshima which recognised the importance of Gavi's work, continuing in 2024 with the G7 under Italy's leadership, and with the G20 under Brazil's leadership.

Upcoming elections for Gavi donors



- 2.2 **As well as taking account of this environment Gavi's replenishment needs to proactively demonstrate how the Alliance is contributing to an efficient, effective, and equitable global health system** based on the Gavi 6.0 strategy with partners playing to their strengths to extend the power of immunisation as an essential and highly cost-effective intervention to protect people's health. As the next strategic period will be the final opportunity to make progress towards the Sustainable Development Goals (SDGs) by 2030, it will be important that the wider benefits of immunisation across the SDGs including helping countries adapt to climate change are understood.
- 2.3 **Donors expect international health organisations to orchestrate their resource mobilisation strategies and Gavi will continue to do so - in particular to ensure that replenishments are appropriately staggered and will work proactively to develop a shared narrative including with the Global Fund.** This will be especially important as the Global Fund replenishment and

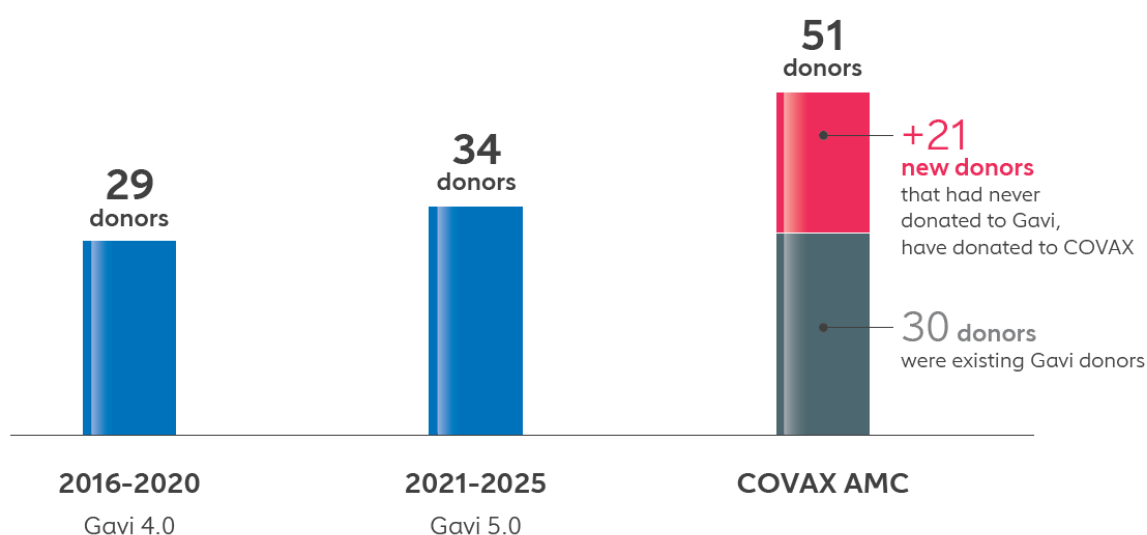
the International Development Agency (IDA) World Bank replenishment are taking place in 2025. WHO and other global health organisations are also discussing new fundraising strategies. As Gavi's replenishment will take place at the end of a five-year strategic cycle which saw the worst pandemic in a century, it is critical that countries receive signals about Gavi's levels of support as early as possible for the continuity of programming and to support robust planning. In addition, at the June Board meeting, the Board will be invited to take decisions that have significant financial implications and so planning needs to start now.

- 2.4 **In line with the initial timeline presented at the Board Retreat in March, the replenishment process is starting with the Mid-Term Review (MTR) in Madrid**, Spain, from 13-15 June 2023, at the Vaccine Impact Conference Raising Generation ImmUnity, which will be held under the patronage of the Prime Minister of Spain. At the conference government and other world leaders will consider plans to extend the power of immunisation to the world's most vulnerable people in an unprecedented multilateral effort through the Alliance. As the Alliance aims to accelerate recovery from the worst pandemic in a century, the conference provides a platform to discuss Gavi's 5.0/5.1 results to date, and what can be achieved in the next two and half years of this strategic period and beyond.
- 2.5 **Delivering on our commitments and beyond.** MTR participants will be provided with evidence of progress since the 2020 Replenishment Conference, using the funding which was provided by donors for Gavi 5.0. The MTR will highlight that the Alliance is on track to meet the majority of the key Gavi 5.0/5.1 commitments made to donors as presented in the 2023 Mid-Term Review Report and provide a forum to discuss the challenges facing the Alliance.
- 2.6 The next step in the **replenishment process** will be a listening phase to the end of 2023, followed by a proposed launch of its Investment Opportunity for the 2026-2030 strategy period based on the Gavi 6.0 strategy, potentially at a high-level event in Q3 2024. This will potentially be followed by a pledging conference in Q4 2024/Q1 2025.
- 2.7 **The Gavi COVAX AMC is relevant to the funding landscape.** The COVAX AMC was launched in June 2020 to accelerate the availability of COVID-19 vaccines to 92 lower income economies. In April 2022 the Pandemic Vaccine Pool (PVP) was created thanks to available and new pledges from donors and additional funds released from negotiations with vaccine manufacturers. The Secretariat was asked by the Board in December 2022 to present to the COVAX Investors Group "options for the use of the COVAX AMC financing envelope for purposes relevant to preparedness and response as well as potential repurposing of funds." In considering the options, the Investors Group has expressed the intention to stay close to the spirit of the pledges made to the COVAX AMC i.e., to provide funding to tackle COVID-19 – as set out in Doc 07 – or by extension to preparing for or tackling future pandemics including through a potential new Advance Market Commitment for African Vaccine

Manufacturing and by securing day zero financing. No donor has asked for funds to be returned, and all understood the importance of determining the future use of PVP funds before we initiate the replenishment investment opportunity. Recognising that many donors are constrained by their domestic authorisations and their COVAX AMC legal agreements with Gavi, the Investors Group is also exploring ways to introduce greater flexibility including in the timing of any commitments of funding beyond Gavi's COVID-19 programme.

- 2.8 **Gavi's donor base has continued to expand, with the number of sovereign donors growing from 29 in Gavi 4.0 to 34 in Gavi 5.0.** While the funding needs between the two strategic periods remained broadly stable around US\$ 10 billion, replenishment targets were met through a diversification and broadening of the donor base and a strong contribution from IFFIm (International Finance Facility for Immunisation) proceeds which were already available. It will be a priority to continue to expand the number of donors, and to broaden it by increasing support from existing donors, reflecting the evolving landscape of Official Development Assistance. One opportunity to expand the donor base is provided by the unprecedented fundraising effort for the COVAX AMC, which received funding from 51 donors, of which 21 had never previously contributed to Gavi. It may be possible for some to be encouraged to contribute to the next replenishment. Alongside this additional fundraising effort, Gavi will further explore the design of sustainable financing strategies and implement innovative financing instruments to provide tools that maximise the impact of funding and give donors flexibility to contribute on a timetable that works for them.

Gavi and COVAX AMC sovereign donors



- 2.9 As the operational excellence agenda progresses at Gavi, it will also be important for the replenishment so that Gavi continues to adapt to the international agenda and country needs and remains agile and flexible.

Section C: Actions requested of the Board

This report is for information only.

Additional Information available on BoardEffect

Appendix 1: Gavi Board Retreat March 2023 – Summary of main outcomes