

Subject	<b>Gavi 6.0 Operationalisation: Getting Ready to Deliver on the Next Strategic Period</b>
Agenda item	<b>06</b>
Category	<b>For Guidance</b>

### Executive Summary

**This paper provides an update on the work to get ready for delivering on Gavi 6.0, following the Board's approval of the Alliance's 2026-2030 strategy in June 2024.** Building on feedback from the Programme and Policy Committee (PPC) and Board at their May 2024 and June 2024 meetings respectively, the Secretariat has initiated the operationalisation of the new strategy. It is organised around five workstreams to ensure that the Alliance is ready to deliver on Gavi 6.0 from January 2026 onwards:

- i. Development of a theory of change and measurement framework for Gavi 6.0;
- ii. Finalisation of key Gavi 6.0 sub-strategies (including the Health Systems strategy, a new approach to Fragile & Humanitarian settings and an update of Gavi's market shaping strategy);
- iii. Update of Gavi's programmatic policies (including Funding Policy Review);
- iv. Evolution of the Alliance's partnership approach; and
- v. Evolution of the Secretariat's operating model (including grant management reform (EVOLVE) and transformation of the Independent Review Committee).

The approach is informed by extensive consultations including technical expert groups, countries and in-country partners.

### Action Requested of the Board

The Gavi Alliance Board is requested to **provide guidance** on:

The Gavi 6.0 approach to Fragile and Humanitarian settings: the emerging direction as described in Annex B to Doc 06, including the problem statements

### Next steps/timeline

The work will advance across the workstreams as described in this paper. The Board will be updated on overall progress on a bi-annual basis and be asked to provide guidance or make decisions.

**Previous Board Committee or Board deliberations related to this topic**

**In October 2024 PPC meeting book:** Doc 06 – Gavi 6.0 operationalisation - Getting Ready to Deliver on the Next Strategic Period

**In June 2024 Board meeting book:** Doc 05 – Gavi 6.0 – The Alliance’s strategy 2026-2030

**In June 2024 Board meeting book:** Doc 05 – Annex C – Gavi 6.0 operationalisation

**In May 2024 PPC meeting book:** Doc 10 – Gavi 6.0 Update on Design and Operationalisation

## Report

### 1. Gavi 6.0 operationalisation: Getting ready to deliver on the next strategic period

- 1.1 In June 2024, the Board approved the Alliance's 2026-2030 strategy ('Gavi 6.0') including its vision, mission, strategic goals, objectives, operating principles and enablers. Following Board approval of the strategy, the Secretariat has launched the work to get ready for delivering on Gavi 6.0 – acknowledging that Gavi 5.1 remains the priority over the next year. This phase is envisioned to conclude by the end of 2025 to ensure that the Alliance is ready to deliver on Gavi 6.0 from 2026 onwards. The approach builds on lessons learned from recent external evaluations<sup>1</sup> and incorporates feedback received from the Board during its June 2024 meeting and from the PPC during its May and October 2024 meetings. The approach is structured around five workstreams with a strategic coordination mechanism in the Secretariat to ensure alignment and progress.

Figure 1: High level approach to get ready for delivering on Gavi 6.0



- 1.2 The approach to get ready to deliver on Gavi 6.0 is informed by extensive consultations conducted through various channels. These include specific technical expert groups guiding each workstream, engagement with Board and PPC members and broad consultations with in-country partners and government representatives, leveraging existing regional meetings and forums.

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

## 2. Progress update

**2.1 Workstream 1: Development of a theory of change and measurement framework.** The Secretariat is translating the Gavi 6.0 ‘one-pager’ into a Gavi 6.0 ‘theory of change’ to support strategy implementation and measurement, evaluation and learning activities. This includes supporting the development of the Gavi 6.0 Measurement Framework, which includes the indicators and targets that will be brought to the Gavi Board for approval in June and December 2025, respectively. The Board is requested to provide guidance on the design features of the Gavi 6.0 Measurement Framework, as well as anticipated broader shifts in Gavi’s approach to measurement, evaluation and learning in Gavi 6.0, and potential priority topics for evaluation (see Doc 06c).

**2.2 Workstream 2: Finalisation of key sub-strategies.** This workstream includes the development or update of several sub-strategies for Gavi 6.0:

a) **The draft Health Systems (HS) Strategy** (see Doc 06a) has been informed by extensive collaboration with partners through a Technical Advisory Group, consultations with country representatives and PPC and Board steer. The draft strategy introduces a new theory of change with two clear objectives of equity and sustainability and six key pillars guiding Gavi’s HS investments in 6.0 as well five shifts needed to deliver on it. The PPC at its October 2024 meeting provided positive feedback on the foundational elements to the strategy. Building on new guidance from the Board at its December 2024 meeting, the next phase of the work until the June 2025 Board meeting will focus on further specifying Gavi’s priority interventions within each pillar, refining the differentiated approach, and detailing operational elements critical to successful implementation of the HS Strategy, including roles and responsibilities of partners. This will also include exploring stronger alignment of country grant cycles to Gavi strategic periods.

b) **Gavi’s new approach to Fragile and Humanitarian settings.** To deliver on Gavi 6.0, the Alliance’s support model needs to evolve to address the growing challenges of immunising in fragile settings, where conflict, climate events, and resource scarcity are increasingly exacerbated. Work on a new approach has commenced with analytical work and expert, partner and country consultations to identify problem statements and strategic shifts. The approach draws on lessons from the last three years since the creation of a dedicated Fragile & Conflict country segment in the Secretariat and from operationalising Gavi’s Fragility, Emergencies and Displaced Populations (FED) policy and implementing the Zero-dose Immunisation Programme (ZIP). The problem statements fall into four main categories, with the insufficient implementation of Gavi’s high risk appetite afforded by the Board in the FED policy in these settings, as a key barrier cutting across all categories:

- i. Insufficient articulation of Gavi’s programmatic level of ambition across Gavi 6.0 strategic goals and objectives;

- ii. Gaps across and misalignment between Gavi's policies and programmes;
- iii. Secretariat operating model not yet fit-for purpose; and
- iv. Gaps in the Alliance partnership model.

An overview of this work is provided in **Annex B**. At its October 2024 meeting, the PPC confirmed the problem statements, emphasised the opportunity this new approach presents for the Alliance to make progress in fragile and humanitarian settings and highlighted the importance to mainstream the key elements into the HS strategy. The Secretariat is planning for a Technical Briefing with PPC and Board members in February 2025 and the final approach will be brought to Board in June 2025.

- c) **Gavi's Market Shaping Strategy.** The Secretariat has initiated work with partners to analyse the key trends expected to influence vaccine and related markets going forward. This work will serve as a foundation to define key implications and evolutions in Gavi's market shaping approach that might be necessary during Gavi 6.0. The trends and insights work will be brought to the Board for guidance in June 2025 and for decision in December 2025.

**2.3 Workstream 3: Updates of Gavi's programmatic policies.** This workstream includes three areas of work:

- a) **The review of Gavi's Funding Policies (FPR):** The Eligibility and Transition Policy, the Co-financing Policy (ELTRACO) and the Health Systems and Immunisation Strengthening (HSIS) Policy are being updated to hardwire the evolution of Gavi's support into its funding policies. Policy options are presented to the Board in Doc 06bi and 06bii for approval. The final funding policies will be brought to the Board for approval in June 2025.
- b) **Vaccine portfolio prioritisation and optimisation:** The Secretariat has continued the work started in 2023 to better deliver on Gavi 6.0 Strategic Goal (SG) 1 given the increasing complexity of immunisation programmes. The Secretariat is coordinating with Alliance partners to engage and support countries across prioritising and optimising their immunisation portfolios. The goal is that immunisation-related decisions taken at national level are country-owned, evidence-based, and sustainable. A discussion at the WHO's Strategic Advisory Group of Experts on Immunization (SAGE) meeting in March 2025 is expected to signal alignment at global level on the importance of prioritisation and optimisation.
- c) **Vaccine dose donation policy:** This policy will need to be updated to integrate learnings from COVAX and set out Gavi's role in dose donation coordination going forward. The work will be launched in 2025 with the intent to bring some options to the PPC and Board for guidance in the second half of 2025 and for decision in first half of 2026. The work will also build on the learnings from the ongoing Mpox response (Doc 07).

2.4 **Workstream 4: Evolution of the partnership approach.** Gavi's partnership approach will evolve to ensure it is adapted to meet the needs of Gavi 6.0. The workstream focuses on two main areas:

- a) **Enhancing collaboration with other global health initiatives, aligned with the Lusaka agenda.** For Gavi 6.0, efforts to strengthen collaboration with other global health initiatives continue and are already being implemented in the remaining 5.1 period. Doc 13 provides an update on this work, with a particular focus on progress within the four workstreams prioritised for increased collaboration with The Global Financing Facility and The Global Fund to Fight AIDS, Tuberculosis and Malaria.
- b) **Update the Alliance partnership model and redesign the Partners' Engagement Framework (PEF).** Initial work has begun, including consultations with countries, Alliance partners and donors such as at the October 2024 Alliance Partnerships and Performance Team (APPT) meeting. These consultations have surfaced key successes, challenges and potential shifts to the Alliance partnership model in general including engagement with Civil Society Organisations (CSOs) and, more specifically, the PEF as a mechanism to fund technical assistance. Some of the challenges identified include who the Alliance partners with to deliver its strategic priorities (also see Section 3.3), recognising the importance of context-appropriate partnerships, the key role of the core Alliance partners and the tradeoffs needed between diversification and complexity of the Alliance model. Another key challenge is how to best strengthen regional partnerships to improve co-ordination and collaboration as per the Lusaka agenda, noting that initial work is being rolled out. Within PEF, multiple challenges have been identified such as the need to better differentiate Technical Assistance (TA) based on different country contexts and country maturity in line with the new HS Strategy Framework (see Section 3.3). Another key challenge is the need to rethink the structure of PEF in light of funding lever consolidation efforts, ensuring continued ringfencing of CSO support and to further strengthen alignment between global, regional and country level TA. Finally, accountability remains an area for improvement. Whilst significant progress was made during the redesign for Gavi 5.0/5.1 greater visibility on results and course corrections is still needed as well as simplifying monitoring and reporting processes. At its meeting on 20 November 2024, the PPC will review two recommendations related to the consolidated cash grant for countries: a) potential inclusion of PEF Targeted Country Assistance (TCA), and b) maintaining the 10% minimum allocation for CSOs. If the PPC recommends these options, dedicated updates will be shared with the Board on 27 November. The approach will be brought to the Board for decision in 2025.

2.5 **Workstream 5: Update of the Secretariat operating model.** This workstream, among other operational changes, aims to implement the strategic and policy shifts from workstreams 1-3 to ensure that the Secretariat can deliver



on Gavi 6.0 priorities from an operational perspective. Two key updates on ongoing transformation are to be highlighted:

- a) **Grant management reform: Through EVOLVE, Gavi will revamp its grant management processes including the consolidation of its cash funding levers.** Since the update provided at the Board meeting in June 2024, a number of fundamental shifts have been made to the project approach to address challenges and accelerate implementation. To validate the major shifts from the Target Operating Model (TOM) and test the implementation of key strategy and policy shifts from workstreams 1 to 3, including the monitoring approach, consolidation of funding levers and revised funding allocation (see Section 3.3), a series of pilots have begun. In parallel, 'builds' begin to implement the associated system improvements. Implementation utilises a 'decentralised' approach, in which each pilot and 'build' is owned by a member of the Gavi Senior Leadership Team (SLT), coordinated by a central Project Management Office (PMO) and overseen by a sub-group of the SLT. The first implementation wave is in Q4 2024 - Q1 2025 and a second wave through end 2025. The waves also entail the implementation of a differentiated approach to grant management, equally informed by workstreams 1-3. This includes the basis for implementing the risk appetite for Gavi 6.0, including variation in decision-making practices and for fragile and humanitarian settings (see Section 3.3).
- b) **IRC transformation:** The work to implement the recommendations from the 2023 external evaluation has made strong progress. As part of this work, the Board approved use of a Secretariat-led review for up to 25 lower-risk, lower-value applications for Gavi support instead of an IRC review in 2024 to test the use of differentiated review processes for scale-up through EVOLVE (see above). To date, the Secretariat has completed 17 of these reviews<sup>2</sup>. Emerging learnings show that the Secretariat could potentially be a suitable review mechanism for certain types of reviews of lower materiality and risk (e.g. many applications for vaccine switches and support under the MICs approach) but is less suitable for complex applications (e.g. cash support). To validate and pressure test these findings, the Secretariat is seeking a recommendation from the Governance Committee at its December meeting on continuing to pilot Secretariat-led reviews in 2025.
- c) **Other work will primarily focus on updating Gavi's vaccine and programme funding guidelines and other related materials such as operational, financial and audit guidelines, as well as the Country Delivery Initiative.** As described in the CEO's 180-day plan, this initiative will seek to bring together and tighten design and monitoring of the initiatives the Alliance is seeking to implement in country to improve delivery of immunisation, and will therefore be critical to deliver on the new strategy.

<sup>2</sup> An additional seven reviews are expected or ongoing at the drafting of this paper.

### **3. Next steps**

- 3.1 Based on Board guidance, the work to get ready for delivering on Gavi 6.0 will proceed as per workplan and timelines.** The work will continue to be coordinated within the Secretariat and systematic updates will be provided to PPC and Board at every meeting (see Annex A).
- 3.2 As discussed with the Board in June 2024 and as reinforced by the PPC in October 2024, the Board will engage in the first half of 2025 on reviewing the costed priorities for Gavi 6.0** should the available funding for 2026–2030 mobilised through the replenishment or the updated Gavi 6.0 expected expenditures require this. The Gavi 6.0 priorities will be the basis of the financial forecast for 6.0 for approval by the Board in 2025.

### **Annexes**

**Annex A:** Overview of Gavi 6.0 workstreams, high-level plan for PPC/Board engagement and broader consultations

**Annex B:** Update on Gavi 6.0 Fragile & Humanitarian approach – emerging direction and problem statements