

SUBJECT:	The Road to Replenishment 2016-2020
Report of:	Marie-Ange Saraka-Yao, Director, Resource Mobilisation
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Agenda item:	8
Category:	For Information
Strategic goal:	SG3 - Financing: global predictability/nat'l sustainability

Section A: Overview

1. Purpose of the Report

1.1 This report presents the final phase of the replenishment process in the lead up to the Gavi pledging conference to be held on 26-27 January 2015 in Berlin under the auspices of the German G7 presidency and under the patronage of German Chancellor Angela Merkel.

2. Recommendations

2.1 This report is for information only.

3. Executive Summary

- 3.1 Following the replenishment launch and the unveiling of the 2016-2020 investment opportunity in Brussels, the final phase of the replenishment process was set in motion with 3 main objectives: (i) build a successful global campaign led by Germany as a global champion; (ii) obtain a step change in donors contributions; and (iii) carry out a successful pledging conference leading to US\$ 7.5 billion being raised on 26-27 January 2015 in Berlin.
- 3.2 The global resource mobilisation strategy focuses on broadening the donor base: moving from a high concentration in a small number of leading donors to an expanded group of 12 core donors whose development aid priorities are closely aligned with those of Gavi. To achieve this objective a 60-day campaign was launched bringing together a wide coalition of partners and champions to influence donors' decision-making process in the midst of their budget processes in the Americas, Asia-Pacific, and Europe.



- 3.3 In September, during UNGA week, at the Global Citizens Concert, Prime Minister Solberg of Norway announced a leadership pledge by committing to contribute to Gavi for the next 5 years at least at the same level as in 2015 (the PM announced at least US\$ 215 million per year) and called on other donors to follow and increase their contribution. At a luncheon hosted by President Johnson Sirleaf¹, leaders from implementing countries also joined their voices in support of Gavi. They emphasised the need to invest further in immunisation, build strong and sustainable systems, and fully fund Gavi.
- 3.4 Over the past sixty days, advocacy campaigns led by the CSO community along with key leaderships visits involving Gavi senior management and Board members were timed to build concerted and accelerated momentum in favour of an ambitious Gavi replenishment. In addition, high level donor peer outreach including from the co-chairs of the Bill & Melinda Gates Foundation, took place. Germany has taken an increasing leadership role, including the Chancellor's office, G7 Sherpa and the Federal Ministry of Development (BMZ); and outreach was further intensified with the Chancellor directly engaging other leaders on behalf of Gavi notably during the recent G20 and G7 meetings. The G7 Sherpa's network was also activated to advocate for Gavi. To make the replenishment a success and to deliver the needed US\$ 7.5 billion, Germany decided to signal early its intent to raise its contribution closer to EUR 100 million a year. At the end of November, the German parliament more than doubled the country's multilateral contribution to Gavi from 2014 to 2015. The German Chancellor and the German Development Minister publicly stated Germany's intention to pledge EUR 500 million until 2020.
- 3.5 However, in the context of an evolving external environment and growing global emergencies (Syrian refugee, Ukraine, and the Ebola crises), efforts must continue to be sustained at the highest level of leadership in donor markets right through to the pledging conference. Heads of State from implementing countries (Senegal, Ghana, Uganda, Mali, Liberia) have reached out to key donors directly and/or authored op-eds to demand stepped up investments in immunisation. They have also highlighted that building strong health systems is part of the solution to the Ebola crisis. Further advocacy campaigns are underway in donor markets which are still in their decision making process such as Australia, Japan, France, Italy, Sweden and the United States.
- 3.6 The Gavi pledging conference, an official event of the German G7 presidency, will be featured as a global moment in the history of health and immunisation. The meeting is being positioned as a moment in which world leaders can make a real and dramatic difference in order to reach every child with life saving vaccines and strengthen their health and immunisations systems to enable a more stable and secure future for all.

¹ Due to the Ebola crisis, President Johnson Sirleaf was unable to travel to New York but was represented by Mali President Ibrahim Boubacar Keita, and Liberia Minister of Foreign Affairs Augustine Ngafuan.



3.7 The evening of January 26 will begin with a focus on historical moments around immunisation that have changed the lives of millions and then participants will be provided with a vision of the world in 2020 and beyond. The first pledges of the event will come that evening when the private sector and vaccine manufacturers are expected to announce their commitments for the 2016-2020 period. The day of January 27th will remind participants once again of the opportunity ahead and will feature high level interventions from global leaders including German Chancellor Merkel. The focus of the 27th will be on the opportunity ahead, and the pledges from donors and implementing countries to make this vision a reality.

Section B: Content

4. Status of fundraising efforts

- 4.1 To meet projected demand through 2015 and close the current cycle, current fundraising need amounts to US\$ 290 million (see Board Paper on Financial forecast and 2015 Programme Funding envelopes). While campaigning intensively for the replenishment, the Gavi Secretariat has also been reaching out to donors who have yet to contribute through 2015 (Japan, United States).
- 4.2 In terms of new commitments since the last Board update, Germany announced a 2015 contribution amounting to EUR 80 million. This represents more than a doubling of the country's 2014 contribution. The Minister of Foreign Affairs of Australia announced during a Gavi CEO visit during the end of October, a pledge of AUD 50 million to close the final year of the cycle. The announcement was made following a visit of Australian MPs led by Gavi Board Chair Dagfinn Høybråten to Lao PDR, one of the least developed nations in South East Asia. Australian MPs had the opportunity to witness the demonstration programme of HPV vaccines in the country and also visited health system strengthening programmes supported by Gavi. Australian political leaders believe that continued support to countries like Laos are needed in the near future, and are appreciative of Gavi's approach of creating and promoting country ownership so that they can embark on self-sustainable development path. Final consideration is being given by the Australian government regarding their 2016-2020 pledge.
- 4.3 In the United States, the pledge request stands at US\$ 1 billion for the next 4 years. While the level requested by the President was approved by both chambers of Congress, full Congressional approval to finalise the budget and therefore the Fiscal Year 2015 level of US\$ 200 million is pending. While the timing of final approval is not yet certain, the Gavi secretariat and key US partners continue to advocate for approval of this amount. In addition, the US Administration is in the process of creating its Fiscal Year 2016 budget request and Gavi has requested US\$ 235 million for this period. Since July, active and concentrated efforts have been made and will continue through mid-January directed at both the



Administration and Congress. While the decision on a final pledge amount lies with the Administration, Congressional support is critical to this process as they will be responsible for the final appropriation for each fiscal year within the 2016-2020 strategic period. Therefore, it is important that the Administration knows that Congress is supportive of the request for this multi-year pledge and our efforts to demonstrate this support are on-going.

- 4.4 A strong coalition has been built in Japan to make a step change increase with US\$100 million for the core and supplemental contribution. With the acute Ebola emergency crisis, this increase has been called into question, illustrating strains being put on some donors budget to respond. While the Gavi CEO travelled to Tokyo several times, with the latest visit in October to advocate for a significant increase in funding, several donors as well as well as Heads of State of several implementing countries have become directly engaged to support this effort.
- 4.5 On recent trips to discuss the replenishment, Gavi's CEO met with the DFID Permanent Secretary and key officials, parliamentarians, and Gavi advocates from civil society and global health policy communities, in addition to conducting key media interviews. There has been great cross party parliamentary and UK CSO support for Gavi. CSO partners have delivered petitions to the government and engaged in social media actions. In October, Save the Children and Action for Global Health launched their Gavi advocacy report at an event in Parliament. Gavi also provided detailed input to the DFID investment case for future support of Gavi. In Italy, Gavi's CEO met with the Italian Finance Minister and senior officials from the Italian MOFA and parliamentarians. The Italian Parliament has subsequently voted and approved a resolution calling for the government to continue its commitments to Gavi. The CEO also met with senior Vatican representatives in Geneva to discuss their engagement and support of Gavi.
- 4.6 Gavi's CEO also held several high-level meetings with the French government, including with the G7 Sherpa at the Elysee, Treasury, MOFA and French Minister of State for Development and Francophonie. In a delicate budgetary context, strong advocacy voices from CSOs and implementing countries are mobilised to support replenishment efforts. Following Canada's Maternal, Newborn and Child Health Summit in Toronto featuring immunisation as one of its top three priorities, active engagement and discussions with Canada's leadership are planned around the Francophonie Summit in Dakar.
- 4.7 At the end of November, the Dutch Parliament voted and approved a motion calling for the Government to increase its funding to Gavi by at least 25% to reach at least EUR 50 million per year. In Sweden Gavi has been working on ensuring continued strong political support following the general elections in September 2014 and is engaging Members of Parliament, CSOs and high-level individuals in making the case for increased Swedish financial support to Gavi. A continued push in this



direction will be necessary to ensure that Sweden maintains its strong position in Gavi. Building on an active coalition of civil society partners, Gavi is also engaging with the new European Commission, following the recent nomination of its President and Development Commissioner.

- 4.8 Contributions to IFFIm are key for Gavi to maintain a base of flexible and long-term pledges to respond to emerging demands. Attracting pledges to IFFIm as part of the broader replenishment has been a key priority. Gavi's CEO and IFFIm Board members have travelled extensively in IFFIm and potential IFFIm donor markets while high level advocates have been pushing for continued support to IFFIm. Given IFFIm donors' current budget processes and fiscal constraints, replenishment decisions will be made at the highest level of government and likely in the lead up to the pledging conference in January.
- 4.9 Thanks to high level outreach of the German government leadership, key donors as well as advocates, efforts to further expand the donor base have progressed well. China and Middle East prospects are firming up notably with Saudi Arabia, Qatar and United Arab Emirates (UAE) – and will hopefully be confirmed at the pledging conference. In particular, the Gavi CEO led a two days visit to China in July 2014 and met with the key government authorities as well as leading Chinese vaccine manufacturers. China's growing importance at the global level including health, requires a integrated approach for engagement. Therefore, discussion on China becomeing a Gavi donor continues with the support of few existing donors; dialogue on engaging more Chinese vaccine manufacturers as well as Gavi's potential influence over China's domestic EPI policy are equally crutial for a well-defined and impactual cooperation with China. Following the Brussels launch, further discussions have taken place with other potential European donors. Gavi's engagement with Switzerland accelerated in the second half of the year, with Switzerland expressing increasing interest in the Gavi model.
- 4.10 While the Secretariat remains focused on the Replenishment, it is also continuing to develop a long-term operating framework for private sector engagement. Replenishment efforts include seeking donor commitments to renew the Gavi Matching Fund for the period 2016-2020 and expand current partnerships and bring on board new partners by the engagement framework Replenishment conference. The under development consists of two distinct but connected elements: the first being how the Secretariat will work with the private sector during the next strategic period to raise additional funding but also how best to engage corporations and foundations in helping to address operational challenges and provide innovative solutions. A September agreement with the global logistics firm UPS to help support the Alliance's supply chain strategy is one recent example of these efforts. The second element of the framework focuses on how to better integrate the private sector into Gavi's business model. This work will be completed by mid-2015.

5. The Road to Replenishment



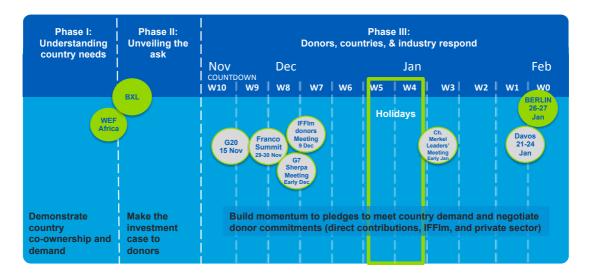


Figure 1: Gavi's critical path to Replenishment

- 5.1 Following the replenishment launch and the unveiling of the 2016-2020 investment opportunity in Brussels, the final phase of replenishment process was set in motion with 3 main objectives to: (i) build a successful global campaign targeting donors, implementing countries and industry with Germany as a global champion; (ii) obtain a step change in donors contributions; (iii) carry out a successful pledging conference leading to US\$ 7.5 billion being raised on January 27, 2015 in Berlin.
- 5.2 Since September, a 60-day campaign designed to coincide with donors budget decision-making processes has been rolled out worldwide. Extensive outreach aimed at the leadership in donor markets has been initiated by implementing countries and Gavi champions, illustrating the impact and progress in immunisation achieved in their home markets due in part to Gavi support and to emphasise their own commitment alongside donors to reach every child in the next period. The call for a fully funded Gavi was also reinforced during UNGA week at a luncheon hosted by President Johnson Sirleaf² and chaired by the President of Mali with other distinguished guests such as the Liberia Foreign Affairs Minister Augustine Ngafuan, Mali President Ibrahim Boubacar Keïta, and Ethiopia's Foreign Affairs Minister Tedros Adhanom Ghebreyesus. Throughout the campaign, letters and op-eds³ from selected Gavi champions (i.e. the Presidents of Liberia, Mali, Senegal, Ghana, Prime Minister of Uganda, Secretary General of the East African Community) have urged leaders in donors markets to continue supporting immunisation despite global emergencies such as Ebola.

² Due to the Ebola crisis, President Johnson Sirleaf was unable to travel to New York but was represented by Mali President Ibrahim Boubacar Keita, and Liberia Minister of Foreign Affairs Augustine Ngafuan.

³Liberia President: op-ed successfully placed in Washington Post (US) and Yomiuri Shimbun (Japan); Mali President: op-ed placed in Le Devoir (Candada) and being pitched to other major outlets; Ghana President: op-ed leveraging Africa Day placed on BMGF blog Impatient Optimist (US).



5.3 In addition to Gavi's leadership visits in Asia-Pacific, Europe and the Americas, a coordinated approach among key donors has been put in motion to make a final push 8 weeks before the pledging conference to step up their pledges and encourage others to increase their pledges. With the majority of pledges still being decided, there is a window of opportunity to seize and act now before final decisions are made. It is crucial to push as the overall target of US\$ 7.5 billion can only be reached if on average all donors increase, implementing countries abide by their co-financing commitment and market shapng is further accelerated. If some are unable to increase their contributions this will put more pressure on the remaining donors to cover the necessary increase.

Section C: Implications

6. **Risk Implications**

- 6.1 Due to the ODA cuts in some key donor countries resulting from a lasting financial and economic crisis in many regions, and the continuing replenishment efforts by other initiatives, the risk of decreased support from existing donors or inability to increase further donor investments in Gavi is not insignificant. In addition, the final push for the Gavi replenishment is also taking place at a time of increasing global emergencies such as Syrian refugee, Ukraine, and Ebola crises, which are clearly putting more strain on a tight fiscal situation for a few donors and raises the significant risk of funding diversion. Leaders from implementing countries affected by the Ebola crisis have highlighted the importance of building strong health systems to prevent outbreaks of this scale from reoccurring. Hence, a successful Replenishment that engages all stakeholders and donors will be crucial for ensuring continuity of Gavi programmes at country level. Gavi has also been asked to explore options to fast track the development of an ebola vaccine (see Doc 05).
- 6.2 Should the Alliance fail to secure the US\$ 7.5 billion needed for 2016–2020, estimated country demand would not be fully met. In this situation, the Alliance would need to decide which elements of country demand should not be met, in terms of particular vaccines, enabling grants and/or strategic investments to secure immunisation returns. For example, the Alliance could prioritise existing commitments to ensure that the flow of vaccines and services is not interrupted at country level. Vaccine programmes for which demand has not yet materialised in the form of approved country applications would be most at risk. This would likely have the greatest impact on rotavirus, HPV, measles-rubella and typhoid vaccines. If future country demand for support of these particular vaccines cannot be met, 1.3 million future deaths that would otherwise be averted could occur – also leading to large economic and productivity losses. Cutting support to measles-rubella and HPV vaccines would have severe consequences for maternal and reproductive health.
- 6.3 Sufficient visibility of, and confidence in long-term funding is critical to Gavi's ability to agree on long-term arrangements with industry and shape



vaccine markets. Without these assurances manufacturers may be less willing to commit to price reductions and sufficient levels of production (often requiring long lead times) for Gavi countries. Given the potential new tenders opening beyond 2015 this is a critical issue.

6.4 With respect to assuring contributions from new donors, it should be noted that a number of them are asking for a seat at the Board in consideration of their contributions. In addition, another challenge emerging from discussions with some new and emerging donors is that they cannot make donations directly to Gavi because the Alliance's status does not meet their definition of an International Organisation. Finally, the use of innovative finance mechanisms may require legal issues and tax deductibility limitations to be addressed especially when considering contributions from the private sector.

7. Implications on Gavi stakeholders

7.1 See above.

8. Implications on the Secretariat

8.1 The Replenishment is requiring substantial input and commitment from the entire Secretariat as well as significant engagement of Alliance partners, Board, and stakeholders. Building upon the lessons learned from Gavi's first Replenishment, the Secretariat has been implementing the structures necessary to align teams across the organisation and ensure the efficient use of resources.

9. Legal and governance implications

9.1 There are no legal and governance implications.

10. Consultations

10.1 Throughout 2014, the replenishment process has brought forward a wide coalition of donors, partners, countries, and other stakeholders to inform the Replenishment strategic plan and engage all members of the Alliance.

11. Gender implications

11.1 This resource mobilisation update has no implications on gender.



Section D: Annexes

Annex A: Gavi contributions and proceeds to Gavi 2011-2020



Contributions pledged

Includes pledges made through 30 September 2014

All amounts in US\$ million

	Contributions/Pledges ¹											
				2016-202	20							
DONOR	Direct Contribution	Matching Fund	АМС	IFFIm	GRAND	% / Total	Direct Contribution	Matching Fund	АМС	IFFIm	GRAND	% /
	Total	Total	Total	Total	TOTAL	Cont. ²	Total	Total	Total	Total	TOTAL	Total Cont. ²
Donor governments and the European												
Commission												
Australia	199			32	232	3%				74	74	
Brazil				2	2	0%				5	5	0%
Canada	120		75		195	3%						
Denmark	13				13	0%						
European Commission (EC)	76				76	1%	197				197	7%
France	131			340	471	6%				501	501	19%
Germany	203				203	3%						
India	3				3	0%	1				1	0%
Ireland	12				12	0%						
Italy			266	163	429	6%			211	175	386	15%
Japan	27				27	0%						
Luxembourg	5				5	0%				20	20	10/
Netherlands	156			77	233	3%				20	20	
Norway	610		48	99	757	10%				119	119	
Republic of Korea	4		40		4	0%	2		32		2	
Russia South Africa			40	5	40	1% 0%			32	5	32	
Spain				58	58	1%				60	60	
Sweden	248			12	260	4%				13	13	
United Kingdom	1,428	80	317	546	2,370	32%	26		146	1,030	1,202	46%
United States of America	533				533	7%						
Donor governments and the European												
Commission TOTAL:	3,769	80	746	1,332	5,927	80%	226		388	2,002	2,617	99%
Foundations, organisations and corporations Bill & Melinda Gates Foundation His Highness Sheikh Mohamed bin Zayed Al	1,237	50	30		1,317	18%						
Nahyan	33				33	0%						
OPEC Fund for International Development (OFID)	1				1	0%						
Sub-total:	1,271	50	30		1,351	18%						
A & A Foundation		2			2	0%						
Absolute Return for Kids (ARK)		3			3	0%						
Anglo American plc		3			3	0%						
Children's Investment Fund Foundation		32			32	0%						
Comic Relief		17			17	0%						
Dutch Postcode Lottery		3			3	0%						
ELMA Vaccines and Immunization Foundation		2			2	0%						
JP Morgan		2			2	0%						
La Caixa Foundation		9			9	0%						
LDS Charities		4			4	0%						
Lions Club International (LCIF)		15			15	0%		15			15	1%
Prudential	0				0	0%						
Statoil	0				0	0%						
Other Private Donors	2		-		2	0%						
Sub-total:	3	92			95	1%		15			15	1%
Foundations, organisations and corporations TOTAL:	1,273	142	30		1,445	20%		15			15	1%
	5,043	221	776	1,332	7,372	100%	226	15	388	2,002	2,632	100%
TOTAL PLEDGED:												4
TOTAL PLEDGED:												
Adjustment for timing of receipt of funds Equals: Total Proceeds (as below)	(13)		224	(582)	(371)		25		28	(972)	(919)	

The proceeds table below indicates the proceeds that Gavi expects to receive from the amounts pledged per the table above.



Report to the Board

Description of a set of a		Proceeds to Gavi											
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United Spines of America method 533	Sweden	248				252	4%				4		0%
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Statoil 0 </td <td></td> <td></td> <td>15</td> <td></td> <td></td> <td>15</td> <td></td> <td></td> <td>15</td> <td></td> <td></td> <td>15</td> <td>1%</td>			15			15			15			15	1%
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Foundations, organisations and corporations 1,273 142 45 1,460 21% 15 3 18 1% TOTAL: 5,030 221 1,000 750 7,002 100% 251 15 416 1,030 1,712 100% Provision for pledges contingent on matching investment Income (conservative forecast) Image: Conservative forecast) 174 59 Image: Conservative forecast) 111 100% 111 100 111 200 111 200 111 200 111 200 111 200 111 200 111 200 111 200 111 200 111<	Other Private Donors	2				2	0%						
TOTAL: 1,273 142 45 1,460 21% 15 3 18 1% TOTAL PROCEEDS: 5,030 221 1,000 750 7,002 100% 251 15 416 1,030 1,712 100% Provision for pledges contingent on matching Investment Income (conservative forecast) (100) 174 174 59 59 59 50 500 111 200 100% Allowance for evolution through 2015 ⁷ 7,135 2,183	Sub-total:	3	92			95	1%		15			15	1%
TOTAL: 1,273 142 45 1,460 21% 15 3 18 1% TOTAL PROCEEDS: 5,030 221 1,000 750 7,002 100% 251 15 416 1,030 1,712 100% Provision for pledges contingent on matching Investment Income (conservative forecast) (100) 174 174 59 59 59 50 500 111 200 100% Allowance for evolution through 2015 ⁷ 7,135 2,183	Foundations, organisations and corporations												
Provision for pledges contingent on matching (100) Investment Income (conservative forecast) 174 160 Transfer from cash and investment reserve 59 111 Allowance for evolution through 2015 ⁷ 200 ASSURED RESOURCES 7,135 2,183	TOTAL:	1,273	142	45		1,460	21%		15	3		18	1%
Investment Income (conservative forecast) 174 160 Transfer from cash and investment reserve 59 111 Allowance for evolution through 2015 ⁷ 2,183	TOTAL PROCEEDS:	5,030	221	1,000	750	7,002	100%	251	15	416	1,030	1,712	100%
Investment Income (conservative forecast) 174 160 Transfer from cash and investment reserve 59 111 Allowance for evolution through 2015 ⁷ 2,183	Provision for pledges contingent on matching					(100)							
Transfer from cash and investment reserve 59 111 Allowance for evolution through 2015 ⁷ 200 ASSURED RESOURCES 7,135 2,183							-					160	
Allowance for evolution through 2015 ⁷ 200 ASSURED RESOURCES 7,135 2,183							-						-
ASSURED RESOURCES 7,135 2,183	_					39	-						-
	Allowance for evolution through 2015											200	-
\$7.1 bn \$2.2 bn	ASSURED RESOURCES					7,135						2,183	
						\$7.1 bn						\$2.2 bn	

Notes:

1- Some contributions may be received by Gavi in years different to those for which the pledges were made (see also adjustments in rows 58 and 59).

2 - The percentages in this column pertain to each donor's share: of the total amount *pledged* (Contributions pledged table) or of the total *proceeds* amount (Proceeds to Gavi table) for the period, rather than a percenta 3 - In June 2011, Brazil pledged US\$ 20 million to IFFIm. Grant agreement discussions are still on-going and hence no proceeds can be currently attributed.

4 - Matching Fund (UK): of the GBP 50m (equiv. US\$ 79.5m) received or to be received, a total of GBP 12m (equiv. US\$ 19.4m) is yet to be matched by other / private sector donor contributions.

5 - Matching Fund (Bill & Melinda Gates Foundation): of the US\$ 50m received, a total of US\$ 2m is yet to be matched by other / private sector donor contributions. 6 - In-kind contributions are not included in the foundations, organisations and corporations total above; as of 30 September 2014, Vodafone has made a contribution-in-kind of EUR 1.2 million.

7- Allowance for anticipated growth in assured resources by the start of 2016, prior to new pledges for 2016-2020.

General Notes:

- Non-US dollar contributions for 2000-2014 are expressed in US dollar equivalents using the exchange rates on the dates of receipt at 30 September 2014, except for those pledges for which contributions have already been received (these are expressed in US dollar equivalents using the exchange rates on the dates of receipt) and non-US dollar pledges that have been hedged to mitigate currency risk exposure (these are expressed in US dollar equivalents using the exchange rates stated in the hedge agreements)