

Report to the GAVI Alliance Board

18-19 June 2014

Subject:	The Road to Replenishment 2016-2020					
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Agenda item:	10					
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 outcomes and conclusions of the High Level Replenishment Launch meeting held in Brussels on 19 and 20 May 2014, and progress made on the road to Replenishment for the 2016-2020 period. This report is complemented by the 2016-2020 GAVI Alliance Investment Opportunity that presents the case for support for GAVI's second replenishment.¹

2 Recommendations

2.1 This report is for information only.

3 Executive summary

3.1 On 19 and 20 May 2014 in Brussels, over 150 participants including implementing countries, public and private donors, civil society organisations, the Bill & Melinda Gates Foundation, the World Health Organization, UNICEF, and vaccine manufacturers met for the launch of GAVI's 2016-2020 Replenishment. Attendance at the highest levels included President Barroso of the European Commission, H.E. Dr Mulatu Teshome, President, Federal Democratic Republic of Ethiopia, Representation from Ministries of Health of Myanmar, Pakistan, and Uganda, and key EU development ministers (France, UK, the Netherlands, Germany, Croatia, and the EC).

¹ The 2016-2020 GAVI Alliance Investment Opportunity is available online at: http://www.gavialliance.org/replenishment-launch/investment-opportunity/



- 3.2 The 20 May Replenishment Launch meeting, hosted by H.E. Andris Pielbags European Commissioner and chaired by Dagfinn Høybråten, Chair of the GAVI Alliance Board, was marked by three main announcements:
 - (a) Secretary of State Thomas Silberhorn of the Federal Ministry of Cooperation and Development of Germany announced that Germany will host GAVI's 2016-2020 pledging conference in early 2015;
 - (b) President Barroso of the European Commission announced a pledge of euros 175 million over seven years, tripling the current EC contribution to GAVI; and
 - (c) Andrew Witty, CEO of GSK, committed to a five year price freeze on GSK vaccines for countries who graduate away from GAVI Alliance support.
- 3.3 Participants were presented with the 2016-2020 GAVI Alliance Investment Opportunity to: (a) accelerate impact by immunising an additional 300 million children and averting 5 to 6 million future deaths; (b) reach more children with increased protection by taking from 5 to 50% the number of children immunised with the 11 antigens recommended by WHO; (c) and sustain past investments by building a sustainable future notably for the 22 countries who will graduate from GAVI support by 2020.
- 3.4 To seize this opportunity, donors were called upon to replenish GAVI with an additional investment of US\$7.5 billion. GAVI would then be able to meet the total projected country demand for 2016-2020 of US\$ 9.5 billion, as US\$ 2 billion in resources are already available for the period primarily due to proceeds from innovative finance mechanisms. Participants called the US\$ 7.5 billion target ambitious, but saw it as realistic and achievable.
- 3.5 Replenishment Launch marks phase II of GAVI's three phase replenishment approach: the unveiling of 'the ask.' The first phase culminate with the 'Immunise Africa 2020' leadership declaration at WEF Africa, and the third and final phase will focus on making the investment case individually to donors and building momentum around dedicated events and platforms towards the pledging conference.

4 Risk implication and mitigation

4.1 Please see section C.

5 Financial implications: Business plan and budgets

5.1 The budgetary impact is already addressed within the 2013-2014 business plan.



Section B: Content

6 Outcomes of the GAVI Alliance Replenishment Launch, 19–20 May 2014, Brussels

- 6.1 On May 19 in the margins of the EU Foreign Affairs Council and Development meeting, a special EU Ministerial briefing was co-chaired by the European Commissioner for Development and GAVI's CEO. Participants, including seven delegations and six EU Development Ministers, were presented with the investment case for GAVI's 2016-2020 replenishment. Ministers from France, UK, the Netherlands, and Germany highlighted the importance of the Alliance to their development aid initiatives and the effectiveness of the GAVI model. They presented their key reasons for investing in GAVI, emphasised their continued commitment and called upon other ministers to do more to support GAVI in the coming replenishment period.
- 6.2 On May 20 at the GAVI Replenishment Launch meeting, GAVI's CEO presented the 2016-2020 GAVI Alliance Investment Opportunity, outlining the current status of immunisation in GAVI-supported countries, GAVI's progress since 2000, and the potential impact reachable with US\$ 7.5 billion in additional funding. With additional investments by public and private donors and implementing countries, coupled with active market shaping to secure further price reductions from vaccine manufacturers, the Alliance can dramatically accelerate its impact and double the number of lives saved since the Alliance was founded.²
- 6.3 On an annual basis, the Alliance needs to raise an average of US\$ 1.5 billion per year for the 2016–2020 period. This represents a collective 15% increase beyond the US\$ 1.3 billion level of direct contributions for 2013. GAVI will seek to raise these funds through direct contributions and proceeds of new pledges to IFFIm.
- 6.4 Donors responded to the investment opportunity calling the US\$ 7.5 billion replenishment ask ambitious but realistic and achievable.
- 6.5 Participants also reflected on the progress and challenges of the past 13 years. Recurring themes included the power of partnership and unity to drive progress, the GAVI Alliance's dynamic business model and value for money, and the dramatic impact of the Alliance in terms of vaccine introductions and coverage rates. Highlighted challenges included immunisation delivery to marginalised populations, prevailing weaknesses in health systems, supply chain, cold chain, data quality, and coordination of partners. The expertise of the private sector in helping to addressing some of these challenges was also highlighted.

 $^{^{2}}$ GAVI has helped to avert 6 million future deaths over the past 13 years (2000-2013). In the 2016-2020 period, GAVI will help to avert an additional 5-6 million deaths in only 5 years – less than half of the time needed to avert the first 6 million future deaths. An additional 2 million future deaths will be averted in 2014–2015.



- 6.6 Participants called for accelerated efforts to broaden the donor base, continued and further emphasis on health systems and greater coordination with other development partners at country level. GAVI was praised for its adherence to IHP+ principles and for bringing partners together to avoid duplication and undue burden on countries.
- 6.7 The Alliance's ground-breaking work in "market shaping in healthcare" was highlighted by key donors. Participants welcomed GSK's announcement to maintain GAVI prices for GSK produced vaccines for at least 5 years for graduated countries and their challenge to other vaccine manufacturers to do more to help meet country demand for GAVI vaccines.
- 6.8 A Davos style panel moderated by BMGF and including representatives from GAVI-supported countries, donors, vaccine manufacturers, civil society, and the private sector offered perspectives on the challenges and opportunities inherent in running health systems and delivering vaccines at the country level. Discussants called upon partners to redouble their efforts by working together as one team to overcome cultural and political barriers, utilise private sector expertise in logistics, ensure sustainable financing, and better empower communities to deliver immunisation to those most in need.
- 6.9 The need for increased coordination of partners at country level was reinforced by the honorable Minister of Health from Myanmar who also commented on the success of GAVI's HSS programmes to achieve synergies across partners. The honorable Minister of Health from Pakistan emphasised the need for greater equity in immunisation coverage while encouraging greater cultural understanding needed to deliver vaccines in difficult environments. A call for continued support to graduated countries and the strengthening of financial management across all health programmes was delivered by the Director General for Health Services of Uganda.
- 6.10 society's voice was amplified with the launching of One.Org's "Going for Goal" World Cup themed report promoting team GAVI Alliance, and RESULTS/Action's release of their updated donor report card. Tireless advocate for children and humanitarian Yvonne Chaka Chaka called on all partners to ensure the success of GAVI's replenishment so that the Alliance can deliver life-saving results in 2016-2020.

7 Status of fundraising efforts

7.1 While accelerating efforts towards the replenishment, the GAVI secretariat is also ensuring that extensions from donors who have not yet pledged through 2015 (Australia, Ireland and Japan) are secured to bridge financing from the 2011-2015 strategic period to the upcoming 2016-2020 period (see annex). In addition, with the latest 2011-2015 expenditure forecast³ amounting to US\$ 7.3 billion, US\$ 155 million of additional

 $^{^{3}}$ See Document 06: Financial Forecast Update, GAVI Board November 2013



contributions still need to be mobilised to meet country demand for the period.

- 7.2 An initial amount of pledges is also being sought now to serve as a base for 2016-2020 and ensure uninterrupted programmes at country level. In accordance with GAVI's Programme Funding Policy, programme funding decisions made during 2014 require sufficient resources to be available through 2016, and early funding announcements would provide the GAVI Board with visibility on a base of resources for future GAVI programme funding decisions.
- 7.3 In terms of new commitments since the last Board update, Canada has contributed an additional US\$ 37 million in end of year funding to accelerate immunisation efforts in French speaking Africa and to support initial supply chain efforts. India became the first supported country donor to GAVI with US\$ 4 million pledge over 4 years. The US administration confirmed their US\$ 175 million contribution for FY2014 and announced a FY2015 fiscal request of US\$ 200 million awaiting final Congressional approval, and the European Commission announced a 7-year pledge amounting to 175 million euros in Brussels.
- 7.4 Efforts to further expand the donor base are continuing: at the first High Level meeting on effective development cooperation in Mexico initial and promising dialogue was held with Mexico. Final legal steps are being taken to finalise the Brasilian pledge over in the next quarter, and discussions are accelerating with Switzerland and other European countries who attended the Brussels meeting.
- 7.5 Finally discussions with China are progressing and should be firmed up during an upcoming leadership visit to China in July. Since the Chinese National Health and Family Planning Commission was first welcomed at the last GAVI Board meeting as observers, progress has been made on a number of fronts. The 2nd GAVI-China Joint Task Force meeting took place in Beijing in early June during which GAVI proposed to the Chinese government a joint partnership to support the Japanese Encephalitis programme from 2015-2020 (the proposal is currently being reviewed by the relevant ministries including commerce and finance). Also discussed was GAVI's catalytic role in promoting China-Africa health cooperation, and a jointly developed roadmap towards the 2nd Ministerial Forum on China Africa Health Cooperation (the first forum was attended by 48 African ministers) to be held in Ethiopia. A side event is also being planned with the Ethiopian president. GAVI continues to work closely with Alliance Partners, such as the WHO on relevant vaccine pre-gualification related issues.
- 7.6 GAVI has made further inroads into the Middle East through strengthening engagements in Saudi Arabia where the Saudi Fund for Development and Alwaleed Bin Talal Foundation have asked for collaboration proposals; and discussions are underway to realise these potential partnerships. The UAE Ministry of International Cooperation and the Crown Prince Court of Abu Dhabi continue to be strong advocates for the GAVI Alliance in the





region. Minister Sheikha Lubna AI Qassimi recently published an Op-ed supporting the GAVI Alliance, and discussions are underway for additional funding from the Crown Prince of Abu Dhabi. The Organisation of Islamic Cooperation has agreed to promote GAVI among its member states with a focus on the Gulf States. GAVI will also explore the feasibility of potential private sector partnerships focused on mobilising financial resources and leveraging the capabilities of corporate partners with significant presence in OIC countries to help address operational challenges.

- 7.7 To date, GAVI has worked with the private sector to mobilise resources, create and develop skills-based partnerships, and to advocate for the importance of immunisation and GAVI's work. The GAVI Matching Fund (GMF) has proven to be highly successful in motivating the private sector to choose GAVI as a preferred partner. Since June 2011, the private sector has invested more than US\$ 81 million through the GMF, an amount matched by the UK Government and the Bill & Melinda Gates Foundation, bringing the total contribution to date to US\$ 162 million.
- 7.8 During the 2016-2020 period, GAVI will further integrate the private sector into its business model; not only to invest financial resources, but also to help tackle key operational challenges and raise awareness of immunisation and GAVI's work among the business community and public at large.
- 7.9 The Secretariat recognises the value of private sector partnerships that address operational needs. To that end, GAVI will continue to work with the private sector to adapt its innovations and best practices with the aim of creating self-sustaining, socially responsible solutions in partnership with GAVI-eligible countries.
- 7.10 Based on promising past results and the important role the private sector will play in GAVI's future, the Alliance will look to extend the GAVI Matching Fund and seek donor support to increase private sector engagement for the 2016-2020 period.



8 The Road to Replenishment





- 8.1 Phase I of GAVI's replenishment process culminated with the "Immunise Africa 2020" leadership declaration made during the World Economic Forum on Africa in Abuja in early May. Showcasing country demand was the priority for beginning of Q2 2014 with emphasis placed on preparing and leveraging the declaration. The Presidents of Senegal, Tanzania, Ghana, Liberia, and the President of the African Development Bank all endorsed the declaration at the event and other leaders have since added their voice in support such as the President of Ethiopia, Kofi Annan, and Richard Sezibera. The declaration demonstrated the growing country co-ownership and demand for immunisation in the 2016-2020 period and highlighted the US\$ 700 million in country co-financing that is projected to be contributed by African countries in the same period. Plans are underway to seek further leadership endorsements to the declaration throughout the year.
- 8.2 The Replenishment Launch in Brussels marked the beginning of Phase II of GAVI's Replenishment. During this period GAVI will carry out extensive donor visits to detail the investment case and seek critical support for its replenishment.
- 8.3 Phase III will focus on the donors' response to meet country demand for vaccines. In order to build momentum towards a pledging conference and to provide flexibility in the pledging schedule, a number of leadership pledges will be encouraged. A pledging conference, hosted by Germany in Q1 2015 will anchor Phase III and is anticipated as a high-visibility event to acknowledge donor pledges.
- 8.4 GAVI will work closely with Germany and other donors in the coming weeks and months to clarify the way forward and identify key moments that can be leveraged to build momentum to the final pledging conference. The exact date and location for the event will also be determined in consultation with Germany and other donors in the coming months.





- 8.5 Implementation of the integrated approach to external stakeholder and Alliance partners engagement is on-going. Q1 2014 focused on generating media interest for the Alliance and leveraging CEO and Board Chair trips in key donor countries, resulting is a steady flow of positive media coverage and social media visibility. During this time the secretariat developed and distributed information to partners and equipped them with messaging and communication tools. A global advocacy partners meeting was held in January including communication and advocacy colleagues from CSO's, UNICEF, WHO, and the World Bank where plans of engagement were discussed and efforts aligned around GAVI replenishment.
- The "Immunise Africa 2020" leadership declaration emphasised the joint 8.6 investments of countries and served as a backdrop for the publication of the GAVI Alliance investment case "Investing together for a healthy future" released on 20 May. The Alliance objectives of helping to immunise 300 million more children and saving 5 to 6 million lives by 2020 and funding requirements of US\$ 7.5 billion where proactively leveraged with the media, generating strong coverage in key donor countries. The Alliance released a set of tools for various audiences to communicate on replenishment objectives (Detailed investment case, 4-page brochure, messaging documents, press releases, videos and animation, op-eds in key publications). Coordination with partners led to the release of several reports supporting the GAVI Alliance kick-off replenishment conference: One.Org launched its "Going for Goal" World Cup themed report promoting team GAVI Alliance and RESULTS/Action released their updated donor report card.
- 8.7 Implementation of the integrated plan continued with GAVI Alliance's participation in Canada's Maternal, Newborn & Child Health (MNCH) Summit in Toronto (28-30 May). Significant attention was dedicated to immunisation during the summit, including a plenary, the announcement that immunisation would be one of the top three priorities of Canada for additional MNCH investments for 2015 to 2020 (23% increase compared to Muskoka) and a statement from Minister Baird that the GAVI replenishment was a priority moment for Canada and MNCH in the coming year.
- 8.8 The MNCH Summit provided the opportunity to leverage GAVI champions such as the President of Tanzania (co-host with Prime Minister Harper), the Minister of Health from Mali and the Deputy Minister of Health of Afghanistan, and GAVI partners such as Tony Lake, UNICEF, Jim Kim, World Bank and the UNSG Ban-Ki-moon to advocate for immunisation and GAVI. The Toronto Statement issued by Prime Minister Harper highlighted that "summit participants welcomed the May 20 announcement that Germany would host the GAVI replenishment meeting and called on all partners to increase their support to the GAVI Alliance, one of the most effective organizations in directly reducing child mortality". Further events are being identified throughout the year to maintain a steady drumbeat of



GAVI Alliance visibility and momentum leading to the replenishment conference to be hosted by Germany in early 2015.

8.9 The Presidents of Senegal, Ghana, Liberia, and Mali, and the President of the African Development Bank, have all formally agreed to act as champions for the GAVI replenishment throughout the year including media, high-level advocacy with donor governments, and participating in a GAVI-related event in support of replenishment. There is also a growing number of voices supporting GAVI to build momentum to the pledging conference, such as the UN Secretary General, First Ladies from Ghana and Mozambique, well known African entrepreneur Tony Elumelu, and Klaus Scwhab from the World Economic Forum amongst others. The Heads of Agency from WHO, UNICEF, the Bill & Melinda Gates Foundation, and the World Bank have rallied to the replenishment including production of a film highlighting working together and demonstrating an Alliance approach. The Director General of WHO also called for a fully funded GAVI Alliance in her opening speech at this year's World Health Assembly.

Section C: Implications

9 Risk Implications

- 9.1 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. Hence, a successful Replenishment that engages all stakeholders and donors will be crucial for ensuring continuity of GAVI programmes at country level.
- 9.2 Should the Alliance fail to secure the US\$ 7.5 billion needed for 2016-2020, 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.
- 9.3 Sufficient visibility of, and confidence in long-term GAVI 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.

9.4 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. 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. In addition, 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.

10 Impact on GAVI stakeholders

10.1 See above

11 Impact on Secretariat

11.1 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 is implementing the structures necessary to align teams across the organisation and ensure the efficient use of resources.

12 Legal and governance implications

12.1 This paper is for information and there are not legal and governance implications.

13 Consultation

13.1 Throughout 2014 GAVI will carry out on-going consultations with donors, partners, countries, and other stakeholders to inform the Replenishment strategic plan and engage all members of the Alliance.

14 Gender implications

14.1 This resource mobilisation update has no implications on gender.



Section D: Annexes

Annex A: GAVI Contributions pledged and proceeds 2011-2020

CONTRIBUTIONS PLEDGED FOR 2011-2020

Includes Pledges for 2011-2020 made through 30 April 2014 All amounts in US\$ million

		Contributions Pledged ¹								
DONOR		:	2011-2	-2015			2	2016-2020		
	Direct ²	AMC	IFFIm	Total		Direct ²	AMC	IFFIm	Total	
Sovereign Donors & BMGF										
Australia	199		32	232				74	74	
Bill & Melinda Gates Foundation	1,287	30		1,317						
Brazil			2	2				5	5	
Canada	121	75		196						
Denmark	18			18						
European Commission (EC)	54			54						
France	135		340	475				501	501	
Germany	203			203						
India	3			3		1			1	
Ireland	12			12						
Italy		266	163	429			211	175	386	
Japan	27			27						
Luxembourg	6			6						
Netherlands	164		77	240				20	20	
Norway	629	48	99	776				119	119	
Republic of Korea	4			4		2			2	
Russia		40		40			32		32	
South Africa			5	5				5	5	
Spain	3		58	60				60	60	
Sweden	255		12	267				13	13	
United Kingdom	1,509	317	546	2,372		27	146	1,030	1,203	
United States of America	533			533						
Sovereign Donors & BMGF TOTAL:	5,161	776	1,332	7,270		30	388	2,002	2,421	
Private Sector TOTAL:	103	0	0	103		15	0	0	15	
TOTAL PLEDGED:	5,264	776	1,332	7,372		45	388	2,002	2,436	

The proceeds table (next page) indicates the proceeds that GAVI expects to receive from the amounts pledged per the table above.



PROCEEDS TO GAVI IN 2011-2020

Proceeds to GAVI from pledges for 2011-2020 made through 30 April 2014 All amounts in US\$ million

	Proceeds to GAVI									
DONOR	2011-2015					2016-2020				
	Direct ²	AMC	IFFim	Total		Direct ²	AMC	IFFIm	Total	
Sovereign Donors & BMGF					ŀ					
Australia	199		47	247				47	47	
Bill & Melinda Gates Foundation	1,287	45		1,332			2		2	
Brazil			0	· ·				0		
Canada	121	176		297			10		10	
Denmark	18			18						
European Commission (EC)	54			54						
France	135		191	326				272	272	
Germany	175			175		28			28	
India	3			3		1			1	
Ireland	12			12						
Italy		382	79	461			219	94	313	
Japan	27			27						
Luxembourg	6			6						
Netherlands	164		17	181				7	7	
Norway	629		37	713			2	39	41	
Republic of Korea	4			4		2	_		2	
Russia		44		44		_	33		33	
South Africa			2	2				2	2	
Spain	3		25	27				31	31	
Sweden	255		4	260				4	4	
United Kingdom	1,509		347	2,169		27	159	533	720	
United States of America	533			533						
					Ì		405	1 000		
Sovereign Donors & BMGF TOTAL: Private Sector TOTAL:	5,134 103		750	6,890 103		58 15	425	1,030	1,514	
TOTAL PROCEEDS:		1,006	U U	6,992	-	73	0 425	1.030		
IUIALPROCEEDS.	5,236	1,006	/ 750		L L	13	425	1,030	1,529	
				∇					∇	
Proceeds of Direct, IFFIm and AMC pledges				6,992					1,529	
Provision for pledges contingent on matching				(100)					C	
Investment Income (conservative forecast)	174					160				
Transfer from cash and investment reserve				59					111	
Allowance for evolution through 2015 ⁸									200	
ASSURED RESOURCES				7,126					2.000	

ASSURED RESOURCES	7,126	2,000
	\$7.1 bn	\$2.0 bn
	(FOR 2011 - 2015)	(FOR 2016-2020)

Notes:

1- Some contributions may be received by GAVI in years different to those for which the pledges were made.

2 - Direct Contributions include contributions via the Matching Fund.

3 - Of the US\$ 50m from the Bill & Melinda Gates Foundation under the Matching Fund program, a total of US\$ 8.5m is yet to be matched by other contributions.

4 - 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.

5 - Of the GBP 50m (equiv. US\$ 82.9m) from UK under the Matching Fund program, a total of GBP 29.7m (equiv. US\$ 49.6m) is yet to be matched by other contributions.

6 - In-kind contributions are not included in the Private Sector total above; as of 30 April 2014, Vodafone has made a contribution-in-kind of EUR 1.2 million.

7 - FX rates as of: 30 April 2014.

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