

## Annex A: Overview of implementation pathway

This annex provides a detailed overview of the implementation pathway for programming the Foundational Fund and developing the Partnership Accountability Framework. It outlines the steps and processes involved, ensuring alignment with the broader objectives, principles and approach discussed in the Doc 11 'Evolution of Gavi's Partnership Approach'.

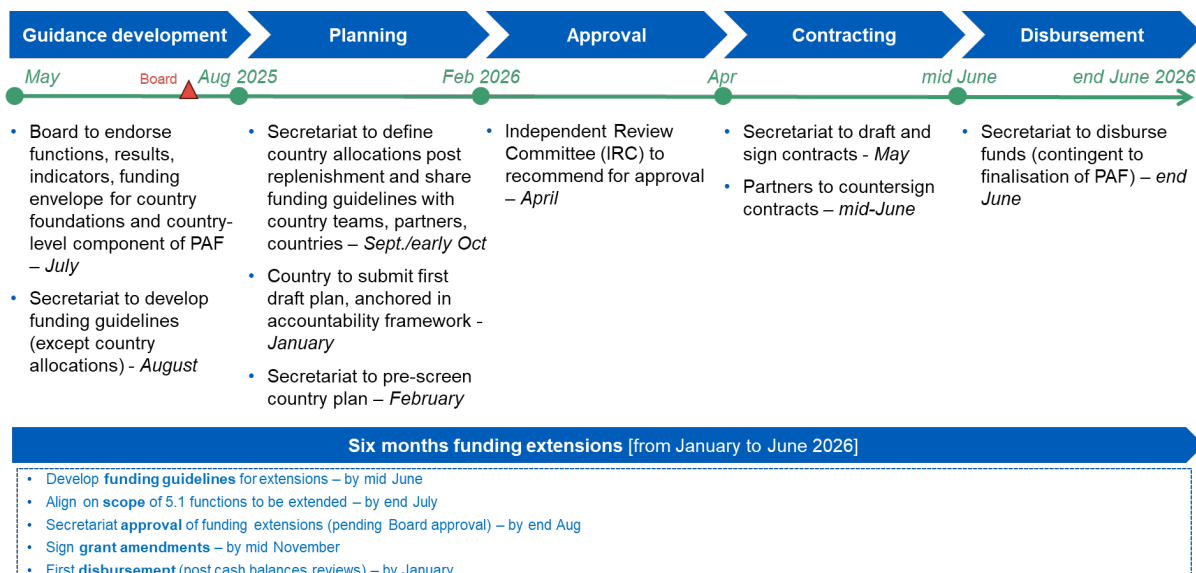
### Programming of the Foundational Fund

Programming of the Foundational Fund will build on lessons from Gavi 5.0/5.1, balancing simplicity with robust planning and approvals.

### Country Foundations

Programming of Country Foundations will follow a five-step process, open to WHO and UNICEF and, in select countries where contextually applicable, other country-selected partners. This will be programmed after any potential recalibration of Gavi 6.0 priorities by the Board following replenishment, thus requiring extension of ongoing funding of six months to avoid gaps in funding. This support will continue through to the end of each country's consolidated cash grant, facilitating integrated planning at the country level in Gavi 7.0<sup>1</sup>.

Figure 1. Overview of key steps to programme country foundations (including funding extensions)



As outlined in Figure 1, the key steps to programme country foundations are:

- **Step 1: Funding guidelines development.** In July 2025, the Board will endorse functions, results, indicators, funding envelope for country foundations and country foundations component of the Partnerships Accountability

<sup>1</sup> Funds cannot be committed beyond 2030 but can be programmed to end afterwards, alongside each country's consolidated cash grant.

Frameworks (PAF). By August, the Secretariat will finalise the draft guidelines for the programming of the Country Foundations (including an indication of what constitutes good quality technical assistance to support countries priorities; and guidance for countries/partners to select the appropriate PAF areas of work and indicators). Each country allocation (US\$ amount) will be available in September to integrate adjustments that may be needed in case of any potential recalibration of Gavi 6.0 priorities by the Board after the replenishment.

- **Step 2: Programming.** At the end of September/early October 2025, the Secretariat will share the final funding guidelines and country allocations with countries and country teams. Countries will then draft their country foundation plans and select context-appropriate PAF functions (including areas of work and indicators) and partners from the menu<sup>2</sup>. Country plans will include a justification for partner selection, including partner past performance<sup>3</sup> and capacity to implement, as well as targets for indicators. Applications will be submitted no later than end of January 2026. In February, the Secretariat will have completed pre-screening of applications, with final submission to the Independent Review Committee (IRC) for review by the end of the month.
- **Step 3: Approval.** By early April 2026, the IRC review process will be completed, and issue resolution process will begin.
- **Step 4: Contracting.** In May 2026, the Secretariat will prepare draft contracts as per Gavi norms. Signed contracts will be submitted to partners for counter signature, to have contracts fully signed and countersigned by mid-June.
- **Step 5: Disbursement.** Signed contracts will be ready for disbursement by the end of June 2026. First disbursements will be contingent on the finalisation of the PAF indicators, targets, and disbursement schedule if applicable.
- **Parallel step: Funding extensions.** To enable continuity of funding for critical roles between Gavi 5.0/5.1 and 6.0, the Secretariat is pursuing funding extensions for the Country Foundations portion of TCA from January to June 2026. By end of July, partners, in consultation with countries, will outline the scope of the extensions. Given the relatively low materiality and risk the extension is proposed to be managed through a Secretariat-led review process building on the lessons learned from the pilots that were part of the IRC transformation (see Doc 9). This will require an exception to the Terms of Reference of the Independent Review Committee (IRC) which will be discussed by the Governance Committee at its 21 July meeting for a recommendation for decision to the Board at its July meeting. By mid-November, grant amendments

<sup>2</sup> The funding guidelines will help countries identify context-appropriate functions and select the most suitable partners to deliver them. While WHO and UNICEF are expected to continue leading on most foundational functions, the guidance will support countries in determining where alternative partners may be needed.

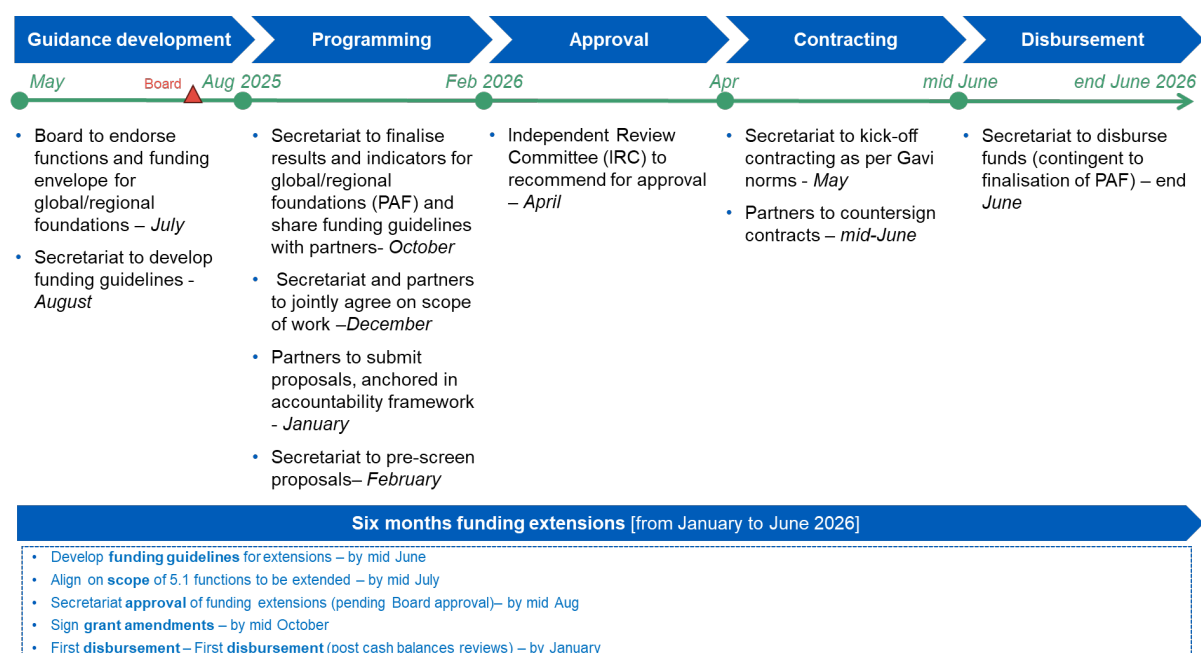
<sup>3</sup> Partner performance assessments will include relevant financial and programmatic indicators as well as other performance measures, and will be reviewed by the IRC.

will be drafted, approved, and signed, for the first disbursement to be completed after the review of cash balances in January.

## Global and Regional Foundations

Programming of global and regional foundations will follow a 5-step process, open primarily to core and select expanded partners<sup>4</sup>. The process addresses inefficiencies from Gavi 5.0/5.1, as outlined in Figure 2. Like country foundations, global and regional foundations will be programmed after any potential recalibration of Gavi 6.0 priorities by the Board following the replenishment, thus requiring funding extensions for six months to ensure continuity without overcommitting funds.

Figure 2. Overview of key steps to programme global and regional foundations (including funding extensions)



As outlined in Figure 2, the key steps to programme global and regional foundations are:

- **Step 1: Funding guidelines development.** In July 2025, the Board will endorse the functions and funding envelope for global and regional foundations. By August 2025, the Secretariat will finalise the draft guidelines for the programming of the Global and Regional Foundations. The funding allocation might need to be adjusted in case of any potential recalibration of Gavi 6.0 priorities by the Board after the replenishment.
- **Step 2: Programming.** By early October, the Gavi Secretariat will finalise the PAF functions, areas of work and indicators (for inclusion in the funding guidelines), in consultation with Alliance partners, and share the finalised funding guidelines with Alliance partners. By end of December, core Alliance

<sup>4</sup> A small amount of foundational funding (US\$ 5-10 million, allocated through a competitive process) will be made available for a select number of expanded partners to cover costs related to foundational functions at global/regional level.

partners (and others as relevant) and the Gavi Secretariat will co-develop<sup>1</sup> the detailed scope of work and activities based on the agreed foundational functions, PAF areas of work indicators and the available funding. To note, core partners will be invited for proposals, while expanded partners would follow a competitive bidding process. By January, partners will then finalise proposals including proposed PAF indicators and targets to report against. By early February, the Secretariat will pre-screen proposals to support prioritisation and finalisation as needed, ahead of review by the IRC.

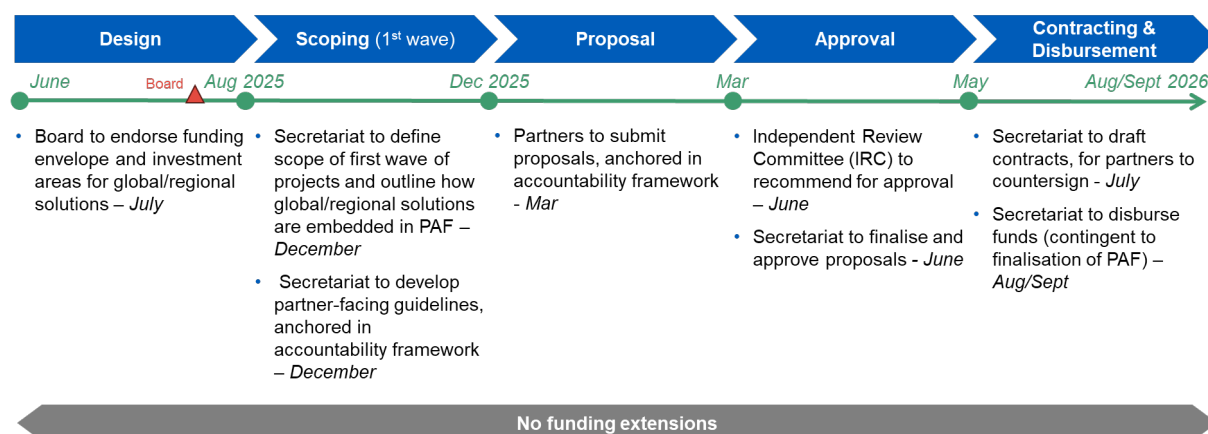
- **Step 3: Approval.** The IRC will review proposals and recommend them for approval by early April. The review will be grounded in transparent IRC review criteria, include IRC reviewers with strong expertise in global/regional functions and entail a dialogue between partners, Secretariat, and IRC members to discuss any IRC questions and support a high-quality review.
- **Step 4: Contracting.** Post-IRC and issue resolution, contracting will kick off for core and expanded partners as per Gavi norms. Final contracts will be signed by mid-June.
- **Step 5: Disbursement:** Signed contracts will be ready for disbursement in June 2026. First disbursements will be contingent on the finalisation of the PAF indicators, areas of work, targets, and disbursement schedule if applicable.
- **Parallel step: Funding extensions.** As for country foundations, for global/regional foundations, the Secretariat is pursuing funding extensions for Foundational Support grants from January to June 2026. By mid-July, partners will outline the scope. As for country foundations, the extension is proposed to be managed through a Secretariat-led review process. By mid-October, grant amendments will be drafted, approved, and signed, for the first disbursement to be completed after the review of cash balances in January.

## Global and Regional Solutions

Global and regional solutions will be programmed through a 5-step process accessible for all partners<sup>5</sup>, as outlined in Figure 3. It will be competitive and open to all partners (existing and new), to ensure the selection of context-appropriate partners for each project. Funding will be allocated progressively, allowing flexibility to respond to emerging needs and gaps. The scope of the first wave of investments will be defined after any potential recalibration of Gavi 6.0 priorities by the Board after the replenishment.

<sup>5</sup> Including all existing / prospective core and expanded partners (i.e. recipient of Gavi funding) that win the competitive bidding process

Figure 3. Overview of key steps to programme global and regional solutions (first wave)



As outlined in Figure 3, the key steps to programme global and regional solutions are:

- **Step 1: Design.** In late July 2025, the Board will be asked to endorse the scope, structure and funding amount, as outlined in Doc 11.
- **Step 2: Scoping (1<sup>st</sup> wave).** By December 2025, the Secretariat will align on a draft scope of work for a first wave of projects, including an outline of how global/regional solutions will be integrated into the PAF, based on the quantum of funding available (pending any potential recalibration of Gavi 6.0 priorities by the Board). This will reflect both continued Gavi 5.1 activities (where relevant for 6.0) and new ones. In parallel, the Secretariat will issue guidelines for partners to submit their proposals, anchored in the global/regional solutions component of the PAF (functions, areas of work and indicators).
- **Step 3: Proposal<sup>6</sup>.** By end of March 2026, partners will submit their proposals for the first wave of projects, anchored in the PAF.
- **Step 4: Approval.** By end of May 2026, the IRC will review and recommend for approval the first wave of proposals, following which the Secretariat will finalise and approve proposals<sup>7</sup>.
- **Step 5: Contracting and disbursement.** Contracts will be signed as per Gavi norms by July 2026. First disbursements will commence in August/September and will be contingent on the finalisation of the PAF indicators, targets and disbursement schedule if applicable.

Additional waves would follow similar steps.

<sup>6</sup> In some cases, single sourcing might be preferable

<sup>7</sup> Projects within global/regional solutions assessed as low risk and low materiality may be considered for an internal Secretariat-led review process building off the lessons learned from the pilots that were part of the IRC transformation (see Doc 9). This would require an exception to the Terms of Reference of the Independent Review Committee (IRC) which will be discussed by the Governance Committee in H2 2025.