

## FOR GUIDANCE

To save an additional 4.2 million lives and to have real impact on preventing disabilities and chronic illness by 2015, the GAVI Alliance needs to raise US\$ 4.3 billion over the next six years (2010-2015). This entails raising an additional US\$ 2.6 billion – beyond sustaining current levels of funding.

This resource challenge is significant but achievable if GAVI's traditional approach to resource mobilisation is re-engineered in ways described herein. This paper presents the progress to date in implementing the strategies approved by the GAVI Board in June 2009, lays out the Secretariat's integrated Communication, Advocacy and Resource Mobilisation (CARM) framework and discusses quantitative targets for complementary resource mobilisation approaches. These latter include traditional development assistance, innovative finance and private finance. It is important to note that being able to draw down on the level of Advance Market Commitment (AMC) donor contributions is contingent on a corresponding amount being spent by the GAVI Alliance. If the GAVI portion of funds is not available, neither are the AMC donor funds to match them.

Given the level of anticipated demand, total additional cash inflows of US\$ 303 million will be required between 2010 and 2012 and US\$ 776 million will be required on average each year between 2013 and 2015. While these additional funds will only start to be spent in two years time, pledges will be required in 2010, in order to allow GAVI to commit to new programmes. Following the recommendation of donors at the High-Level Meeting on Financing Country Demand in The Hague in March 2010, the GAVI Secretariat will organise a pledging/light replenishment meeting in October 2010. This document clarifies how an annually renewable, multi-year pledging mechanism would work and how this would underpin responsible financing decisions.

Mobilising for GAVI's success requires the support of all stakeholders. This paper concludes with suggestions for enhanced Board support to GAVI's resource mobilisation strategy.

### **A Call to Action – Resource Mobilisation 2010-2015**

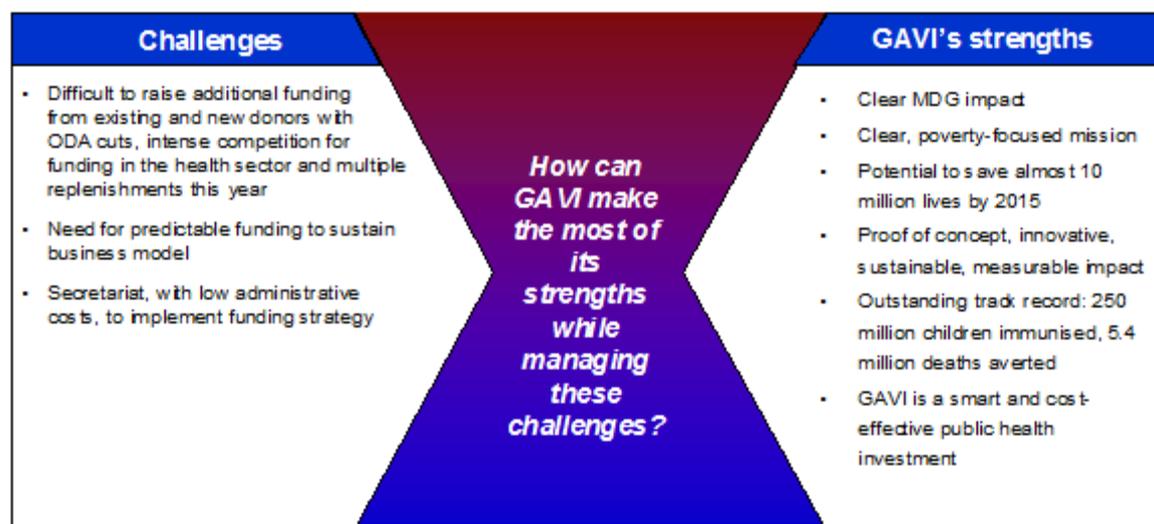
GAVI faces historic demand from implementing countries at a time of unprecedented fiscal constraints. Many of GAVI's donors face major pressures on development budgets due to difficult economic circumstances, other commitments to the Millennium Development Goals (MDGs) and growing support to commit 0.7% of national budgets to Official Development Assistance (ODA) targets. Some donors have seen their budgets erode. Many are continuing to operate under extreme fiscal pressure. Despite these challenges, most of GAVI's historical donor base has maintained or increased contributions to GAVI. This is due to GAVI's ability to produce evidence-based results that demonstrates a cost-effective, poverty-focused approach to equity in immunisation access. These results, along with GAVI's innovative business model and cross-cutting impact on the MDGs, in particular the health MDGs (4, 5 and 6), continue to galvanise and inspire its donors.

## FOR GUIDANCE

Whilst GAVI’s donor base has almost doubled in phase 2 (from 11 to 20 donors since 2005) it remains relatively small and concentrated. It is supported by twenty donors including sixteen governments (compared to 43 donors for the Global Fund to Fight AIDS, Tuberculosis and Malaria). Between 2000 and 2009, six donors<sup>[1]</sup> - the Bill & Melinda Gates Foundation, the UK, the US, France, Norway and the Netherlands - accounted for 84% of GAVI’s resources. Looking forward and including IFFIm and the AMC, GAVI’s top six donors are the UK, France, the Bill & Melinda Gates Foundation, Italy, the US and Norway. Engaging new donors, while clearly a path to sustainability, is a multi-year effort which will take several years before it is successful.

In this fiscally challenging context, setting clear and reasonable targets for GAVI’s replenishment cycle and implementing an effective communications, advocacy and resource mobilisation strategy are ever more important. This paper is a further evolution of papers presented to the Board in June 2009 on resource mobilisation, advocacy and communications. It demonstrates progress made since then in responding to the changed economic environment, and in integrating GAVI’s efforts around the fundraising challenge.

### Capitalising on GAVI’s strengths to succeed



### Review of Progress since the June 2009 Board Meeting

#### *A coordinated approach to deliver strategic initiatives*

By the end of 2009 vacancies in external relations had been filled and the new position of Head of the Washington Office and innovative finance created and filled. There is an increased emphasis on challenging, expanding and increasing the depth of donor support.

Donor and partner relationships have been strengthened through initiatives such as the November 2009 Partners’ Forum in Hanoi, and the March 2010 High-Level Meeting on Financing Country Demand in The Hague. It also delivered updated

<sup>[1]</sup> Includes direct contributions and IFFIm proceeds, 2000-2009.

## FOR GUIDANCE

individual donor strategies; dramatically expanded outreach to civil society organisations (CSOs) and other allies through consultations; increased coordination with key advocates and champions; and further raised GAVI's visibility through events such as World Pneumonia Day and the Annual Meeting of the World Economic Forum, as well as with new announcements including GAVI's 10-year anniversary and the Advance Market Commitment (AMC) supply agreements.

### *Clear financial targets and scenarios as basis for pledging/light replenishment model*

Ground work on demand forecasting and supply modelling was initiated in early 2008 and further developed and refined through 2009 and informs the discussion presented in this document. A refined understanding of GAVI's cash requirements year by year, and an enhanced financing policy under consideration by the Board, are enabling the design of a pledging/light replenishment model.

### *A solid evidence-based case for investment*

A publication of March 2010, exclusively devoted to GAVI's evidence base, documents the success of GAVI's development model and delivery mechanism, and presents data confirming the cost-effectiveness of GAVI's new vaccine introduction strategy and its potential impact on lives saved/deaths prevented over the next five years. This has been disseminated through published materials, road shows and webinars. ([http://www.gavialliance.org/resources/GAVI\\_Alliance\\_Evidence\\_Base\\_March\\_2010.pdf](http://www.gavialliance.org/resources/GAVI_Alliance_Evidence_Base_March_2010.pdf) )

### *Strategic planning and change management*

The Secretariat has produced an integrated Communication, Advocacy and Resource Mobilisation (CARM) plan for 2010-2011 which focuses on priority activities and shows the synergy between them. This plan is contained in *Annex 1*.

## **Pledging/Light Replenishment Process**

### *June 2009 Board decision*

In June 2009, the GAVI Board stressed that “given its credible demand forecasts and clear funding gap, GAVI is strongly placed for a ‘replenishment’ type approach which would increase efficiency and funding predictability as well as long term planning by countries and industry; maximise economies of scale; concentrate the resource mobilisation effort; and reduce transaction costs”. The Board also emphasised that “any resource mobilisation effort should apply an innovative approach, with a light process that respects the unique characteristics that distinguish GAVI” and encouraged GAVI to “explore potential synergies in resource mobilisation with other global health initiatives”.

### *March 2010 High-Level Meeting on Financing Country Demand*

On 25 and 26 March 2010, the Netherlands hosted the GAVI Alliance High-Level Meeting on Financing Country Demand in conjunction with the Global Fund to Fight AIDS, Tuberculosis and Malaria's (GFATM) initial replenishment meeting. This was the first time GAVI Alliance stakeholders had gathered to focus exclusively on mobilising resources for GAVI's mission. The occasion gathered current government donors, the European Commission, the Bill & Melinda Gates Foundation and

## FOR GUIDANCE

potential donors, including Belgium, Brazil, China, Finland, the Republic of Korea and Saudi Arabia to discuss GAVI's past and potential impact. The meeting resulted in strong endorsement of the evidence base for new support to GAVI, paved the way for a pledging/light replenishment event later in the year to take stock of new commitments, and urged donor collaboration to leverage the political momentum around the G8/G20 and MDG processes, culminating in the UN MDG Summit in September 2010.

### *Planning for a pledging meeting in October 2010*

Consultations with donor governments and other key donor institutions furthered the recommendations of the June 2009 Board meeting and the March 2010 donor meetings, and the GAVI Secretariat is currently planning a resource mobilisation meeting in October 2010 to help deliver the light replenishment process presented below.

### *Scope, purpose and format of pledging/light replenishment meeting*

GAVI has to align multi-year programme commitments to anticipated resources. This is necessary so that countries and vaccine manufacturers can plan and invest accordingly. In any given year, clarity on that year's income and anticipated cash inflows over the next two calendar years is needed. The current ad hoc fundraising arrangement fails to provide sufficient clarity over future cash inflows. A light replenishment process with pledges made annually for the current and following two calendar years will allow GAVI to accelerate its disbursements to meet demand while ensuring responsible financing decisions. The initial meeting each year will be a consultation timed around a key global event, such as the High-Level Meeting in The Hague this year. The momentum generated by this initial meeting could culminate in pledges for the following two calendar years. The aim would be to have as many donors as possible participate, on a voluntary basis.

## **Quantifying and Meeting the Funding Gap**

### *Financial Overview 2010-2015*

GAVI's resource needs are based on rigorous country demand estimates and on the considerations in 'GAVI's Programme Funding Policy – concept paper' presented to this Board. These country demand estimates also reflect the GAVI Alliance Board's decision to focus on 58 (versus the previous number of 72) of the world's poorest countries beginning in 2011. Country demand estimates are updated bi-annually after each Board meeting, and resource projections are adjusted accordingly.

The bulk of the GAVI Alliance US\$ 7 billion expenditure forecast over six years is based on the cost of the introduction of pneumococcal and rotavirus vaccines, and continued support to countries for pentavalent vaccines; key interventions to reduce child mortality in line with MDG 4. It should be noted that funds being pledged through IFFIm for the Health Systems Funding Platform (HSFP) do not change GAVI's financial picture and are not included in GAVI's expenditure forecast.

The GAVI Alliance has already secured US\$ 2.7 billion for the six years, 2010-2015, mostly in IFFIm proceeds (US\$ 1.3 billion), direct contributions under multi-year grants (US\$ 431 million) and Advance Market Commitment (AMC) contributions (US\$

**FOR GUIDANCE**

920 million). It is important to note that access to AMC donor contributions is contingent on a corresponding amount being spent by the GAVI Alliance on pneumococcal vaccines. If the GAVI portion of funds is not available, neither are the AMC donor funds to match them. This gearing effect means that a reduction of US\$ 1 in GAVI's allocation towards the AMC equals a reduction of US\$ 2 in the purchase of life-saving pneumococcal vaccines. The success of the AMC model hinges on the availability of additional resources to purchase pneumococcal vaccines.

A total of US\$ 4.3 billion must therefore be raised over six years for the Alliance to meet its goal of supplying life-saving vaccines to millions of children in implementing countries by 2015. In the last three years, the GAVI Alliance has received an average of US\$ 350 million in direct contributions annually, which, if sustained, would secure another US\$ 1.7 billion over six years. Consequently, the net increase in required donor support and other financing is US\$ 2.6 billion over six years (2010-2015).

There are a number of variables that make the US\$ 2.6 billion a significant but achievable funding challenge. An aggregate statement of need over six years (largely beyond the commitment capacity of most donors) and a flat contribution scenario (the last three years average in donor contributions) are two important dynamics underlying the challenge.

Further elements to consider are:

- Timing of the financial scale-up, including:
  - Expected target levels of replenishment
- Resourcing scenarios, factoring:
  - Trends and projections in current donor countries
  - Potential impact of donor diversification
  - Potential impact of innovative finance
  - Potential impact of private philanthropy

*Timing of the financial scale-up and anticipated replenishment targets*

Table 1 provides an overview of the cash inflows needed and the level of additional funding required above the current level of direct contributions. It is not until 2012 that the financial requirements start to increase, and it is not until 2013, that they are significantly scaled up.

**Table 1 Additional financing required**

US\$ millions	2010-12	2013	2014	2015	Total
<b>Total additional contributions needed</b>	<b>1,073</b>	<b>1,042</b>	<b>1,049</b>	<b>1,136</b>	<b>4.3 billion</b>
Direct contributions to maintain current level	770	275	275	350	1.7 billion
Further contributions required	<b>303</b>	<b>767</b>	<b>774</b>	<b>786</b>	<b>2.6 billion</b>

**Contributions to maintain current level** – Direct contributions averaged US\$ 350 million per year in 2007-2009. This level, if maintained over the six years 2010-2015, would amount to US\$ 2.1 billion. Of this amount, US\$ 0.4 billion is already assured under multi-year grant agreements; hence, a further US\$ 1.7 billion would be needed.

## FOR GUIDANCE

The progressive nature and timing of the scale up helps assess the feasibility of meeting the financing gap. In brief, this financial picture offers the potential to:

- depend primarily on current donors for the initial period, but also
- build in progressively extended commitments of a few of GAVI's donors whose contribution is poised for growth
- in later years, factor in budget contributions from new government donors being approached now, and
- in later years, include the potential of new innovative finance and private sector strategies.

As described in the preceding section, the GAVI Alliance envisions a pledging/light replenishment process with pledges made annually for the current and following two calendar years. *Table 2* shows the anticipated level of each replenishment cycle. The first cycle would cover 2010-2012, with a pledging meeting in October 2010 for a total of US\$ 1.1 billion over three years. Donors who have difficulty making longer-term commitments are encouraged to pledge for the maximum period possible.

**Table 2 Expected replenishment targets**

US\$ millions	2010-12	2013	2014	2015	Total
<b>Total additional contributions needed</b>	<b>1,073</b>	<b>1,042</b>	<b>1,049</b>	<b>1,136</b>	<b>4.3 billion</b>
Direct contributions to maintain current level (\$350m average per annum)	770	275	275	350	1.7 billion
Further contributions required	303	767	774	786	2.6 billion
<b>2010 Replenishment target</b>	<b>2010-2012: \$ 1.1 bn : current avg. levels + \$303 million</b>				
<b>2011 Replenishment target</b>	<b>2011-2013: 2010 replenishment level + \$767 million</b>				
<b>2012 Replenishment target</b>	<b>2012-2014: 2011 replenishment level + \$774 million</b>				
<b>2013 Replenishment target</b>	<b>2013-2015: 2012 replenishment level + \$786 million</b>				

Some questions rest at the core of GAVI's resource mobilisation strategy and can be best addressed through scenario modelling. Examples include:

- Can and should the GAVI Alliance assume that direct contributions can expand at the pace needed to meet the anticipated replenishment targets levels?
- How much growth in budgetary support can be expected from the G8 and G20 community and other government donors?
- At what pace can the donor base grow to expand budgetary support?
- How much can IFFIm extension and expansion help fulfil these replenishment targets?

The GAVI Alliance Board first discussed cash inflow scenarios for 2010-2015 at its November 2009 meeting. The following section builds on this discussion and reviews scenarios for direct contributions, overall cash inflows and innovative finance.

**FOR GUIDANCE***Scenario for direct contributions*

The focus of the November 2009 scenario modelling was to assess prospects for direct contributions, with primary focus on a “modest growth” scenario deemed the most prudent for Board planning processes. The “modest growth” scenario reflected the impact of the economic crisis on short-term contribution trends. This scenario was based on consultations with donors and factored in a slow recovery between 2010 and 2015. It anticipated US\$ 2.3 billion in direct contributions for 2010-2015 (or US\$ 2.6 billion for 2009-2015).

Based on further donor relations work, the Secretariat refined its scenario building in early 2010. As a result, the May 2010 model has a similar approach to the initial “modest growth” scenario but is based on a funding range for each donor rather than a single funding target.

This process led to building a scenario with a lower and higher range, taking into account each donor’s unique political and economic context. The lower-end of the range takes into account risks and limited opportunities, while the higher-end assumes that key factors are gathered for success. Assumptions reflect outcomes of previous consultations with donors, economic and political situations, depth of the donor relationship to GAVI, potential to grow based on other institutions’ benchmarks, and political priorities expressed by the donor.

**Table 3 May 2010 ranges for direct contributions and private sector (US\$ millions)**

source	scenario	2010-2012	2013-2015	Total
<b>Direct contributions (incl. BMGF)</b>				
	<b>low range</b>	<b>1,130</b>	<b>1,670</b>	<b>2,800</b>
	<b>high range</b>	<b>1,590</b>	<b>2,600</b>	<b>4,190</b>
<b>Private Sector</b>				
	<b>low range</b>	<b>27</b>	<b>46</b>	<b>73</b>
	<b>high range</b>	<b>28</b>	<b>63</b>	<b>91</b>

The Secretariat has reviewed the contribution base of selected organisations before shaping hypotheses of funding for GAVI for the period 2010-2015. GAVI’s current government funding base focuses on G8 donors, several G20 (non-G8) donors, emerging donors and other OECD/DAC donors. *Annex 2* provides an overview of donors’ contributions to GAVI, the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) and the International Development Association (IDA). However, there may be limitations to the financial value of broadening the donor base: half of the GFATM donor base accounts for less than 3% of total funding. Against the current economic backdrop, selective target identification may have a better return on investment in the short-term.

**FOR GUIDANCE***Overall cash inflows scenario*

The scenario building presented above enables a clearer assessment of the potential sources of financial contributions to meet replenishment targets. In *Table 4*, a high and a low range for private sector and direct contributions is matched to each replenishment target, and the remaining required funds are identified as targets for innovative finance.

It is worth noting that the lower range of the scenarios for direct contributions and the private sector will not adequately cover the replenishment targets and a further special effort will be needed. The high range will cover the early years, yet will still require additional inputs from 2013 onwards, including innovative finance.

**Table 4 Meeting Replenishment Targets - Exploring Low and High Range of Contributions Scenario (US\$ million)**

Replenishment cycle:	2010-2012	for 2013	for 2014	for 2015	2010-2015
<b>Contributions needed in addition to multi-year grant agreements</b>	<b>1,073</b>	<b>1,042</b>	<b>1,049</b>	<b>1,136</b>	<b>4,299</b>
<b>Low Range:</b>					
Private sector - low range	27	13	16	19	<b>73</b>
Direct contributions - low (net of signed agreements)	853	404	499	623	<b>2,378</b>
<b>Further input needed beyond Low Range</b>	<b>194</b>	<b>625</b>	<b>535</b>	<b>495</b>	<b>1,848</b>
<b>High Range:</b>					
Private sector - high range	29	16	21	27	<b>91</b>
Direct contributions - high (net of signed agreements)	1,307	687	807	953	<b>3,753</b>
<b>Further input needed beyond High Range</b>	<b>-</b>	<b>77</b>	<b>222</b>	<b>157</b>	<b>455</b>

**Further input needed** = further direct contributions or innovative finance required beyond the scenario to meet the target funding level. If scenario shows incremental funds over and above need in a specific year, then overage is rolled forward to subsequent year. (Figures rounded; may not strictly add up.)

*Innovative finance*

Aside from direct contributions, IFFIm is the only other vehicle currently available to sovereign donors to support GAVI at this moment. In the absence of a new sovereign initiative or new private sector flows, all of the funding requirements indicated under “innovative finance” would have to be met by via IFFIm.

## FOR GUIDANCE

### IFFIm extension

If current IFFIm donors were to extend their current pledges to 2031, the GAVI Alliance could secure an additional US\$ 720 million of resources during the period 2010-2015. This option can be implemented immediately to meet nearer term GAVI funding needs.

### IFFIm expansion

The IFFIm model has proven its success with a range of G8 and G20 and other participants. It is worth exploring whether it would be a desirable vehicle for more countries. A target of raising US\$ 1 billion for 2010-2015 could be met through pledges over 15 years of US\$ 97.5 million per annum. This pledge amount would be reduced to US\$ 88.5 million if the grant period were extended to 2031 for the same payout during 2010-2015.

### IFFIm enhancement

An additional option that could be considered, particularly for donors who cannot make long-term pledges to IFFIm, would be the introduction of a new first-loss guarantee or other credit-enhancing junior tranche of capital into the IFFIm structure. Even in the absence of any new commitments to IFFIm, an instrument like this has the potential to enable the frontloading of a further US\$ 500 million from IFFIm's existing asset base, in the period to 2015, by increasing the gearing of IFFIm while maintaining its credit rating.

### Other sovereign innovative finance initiatives

Should donors want to finance part of either direct pledges or IFFIm contributions through sovereign innovative finance mechanisms (for example through debt buy-downs, currency tax, de-tax, solidarity levies), GAVI is open and eager to work closely with them.

### Private innovative finance initiatives and private philanthropy

The Secretariat has also started to develop private sector innovative finance mechanisms, for example:

- Partnerships with asset managers in the socially responsible (SRI) area
- Large-scale micro-giving arrangements that offer value to partners
- Results-based financing mechanisms that have the potential to leverage in private capital
- A vehicle in which both public and private sector supporters GAVI can invest in, rather than to which they donate. Such investments would not count against governments' development assistance budgets or corporations' social responsibility budgets

The Secretariat is committed to exploring these initiatives and expects that they will start making significant contributions to GAVI's finances and thus relieve some of the sovereign contributions necessary in the base case, particularly by 2014 and 2015. Similarly, the GAVI Campaign is working on increasing private philanthropic

## FOR GUIDANCE

contributions. However, it is too early to estimate reliably what contributions can be generated from these sources. In times of budget decline, innovation is a harder sell than in times of budget growth.

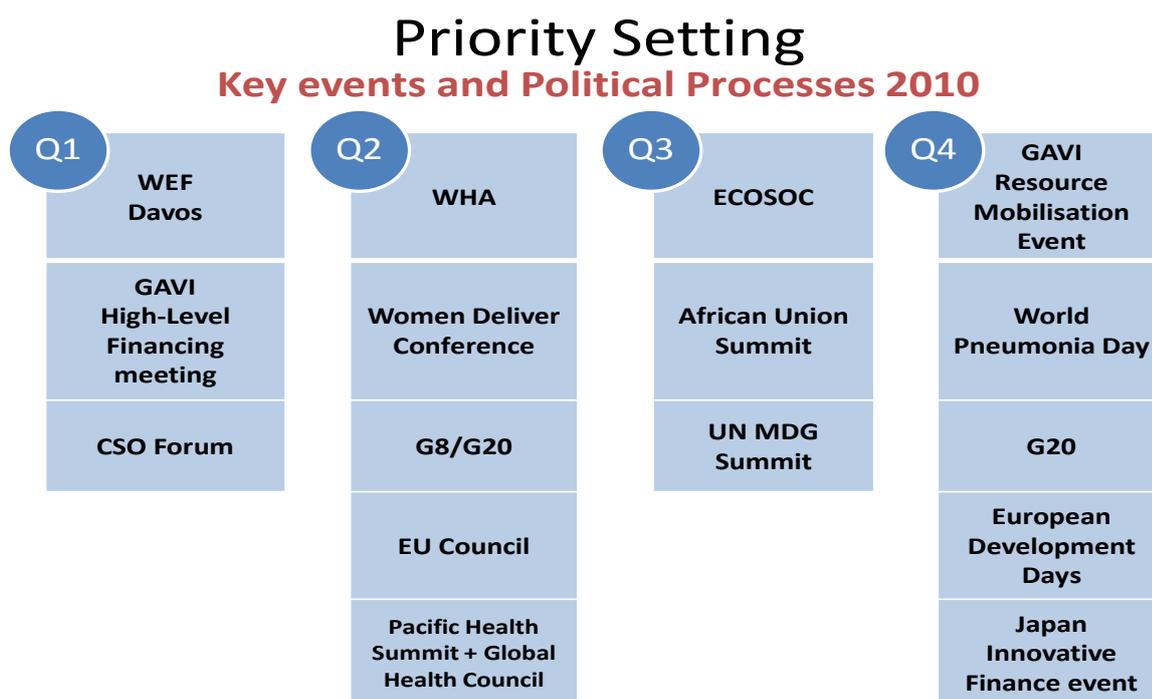
### Board Support for 2010 Resource Mobilisation

The Secretariat has identified the key rallying points and potential opportunities for ensuring GAVI support. The approach seeks to build momentum that will culminate around the year’s main development event - the review of progress towards the UN MDG Summit in September 2010. The aim is to encourage political leaders to align their consideration of GAVI’s resource needs with commitments likely to be announced at the summit.

Building collective will through the use of networks and identifying main players of influence at various stages along the route is an essential part of the approach. In line with commitments in the June 2009 Board-endorsed Advocacy and Communications strategy, parliamentary networks are being identified and exploited, engagement with civil society organisations (CSOs) has been intensified and voices from countries are being leveraged for the task.

The Secretariat is actively engaged in the UN Secretary General’s efforts to make women and children’s health the centrepiece of the summit and the engine to re-energise commitments to all MDGs. It is also working to ensure GAVI prominence at G8, where Canada as host is leading a Maternal, Newborn and Child Health Flagship Initiative.

The figure below shows other key advocacy opportunities to build momentum in which GAVI is actively engaged.



## FOR GUIDANCE

GAVI Board members and donors have consistently shown their support of GAVI's resource mobilisation efforts. Some recent examples include the Netherlands hosting and guiding the High-Level Meeting on Financing Country Demand last March, endorsement by Tanzania's Minister of Health and Melinda Gates at the Annual Meeting of the World Economic Forum in January 2010; support from Spain, as President of the European Union, and other EU members to ensure a high profile for GAVI in the EU Council process; and Board voices on Capitol Hill in the US; to name but a few.

To succeed in our resource mobilisation efforts, GAVI Board members and partners need to take collective ownership of GAVI's resource challenge. To leverage the strengths of all stakeholders, the Secretariat has begun a process of engaging Board members and partners in a full-fledged, multi-year strategic planning exercise for advocacy and resource mobilisation.

*Annex 3* identifies potential points of collaboration between Board members and critical networks of influence. The Secretariat stands ready to arm Board members with advocacy support tools and welcomes specific requests for materials. A basic set of advocacy tools, including the new publication '*Investing in immunisation through the GAVI Alliance – the evidence base*', is available. The central and common message as to why to invest in GAVI, is the value of evidence-based, cost-effective public health interventions through proven delivery vehicles.

**ANNEX 1****GAVI’s Communication, Advocacy and Resource Mobilisation (CARM) Plan – Summary**

The External Relations team has made significant changes and improvements to meet GAVI’s resource mobilisation challenge. Following Board approval of a Resource Mobilisation Strategy and an Advocacy & Communications Strategy in June 2009, leadership started developing a comprehensive workplan of coordinated activities. The two key objectives of the workplan are to:

- Secure funding to enable the roll-out of programmes, including those for new vaccines
- Engage stakeholders and leverage the political process to mobilise support for GAVI’s mission

Several high-level deliverables for 2010 were agreed to in support of these two key objectives. The table below presents a summary:

Objective	High Level Deliverables 2010
<b>Secure funding to enable the roll out of GAVI Alliance programmes, including those for new vaccines</b>	Ensure the 2010-2012 financing needs (US\$ 1.1 billion beyond signed commitments) are met with a matching level of pledges through a new, light but effective replenishment process
<i>Idem</i>	Develop strategy and launch actions to enable GAVI to secure US\$ 4.3 billion for 2010-2015
<b>Engage stakeholders and leverage political processes to mobilise support for GAVI’s agenda</b>	Leverage the EU, G8, UN MDG Summit and possibly G20 process to position GAVI as a proven delivery mechanism to advance the MDGs -based on a solid evidence-based case for investments - to help secure political support for funding
<i>idem</i>	Broaden the engagement of civil society with GAVI, and initiate global and national dynamics to develop broad ownership and a momentum for scaled up support in key target countries

## ANNEX 1

### **Objective 1: Secure funding to enable the roll out of GAVI Alliance programmes, including those for new vaccines**

Four tactics support this objective:

#### *1. Redesign the replenishment mechanism*

Given the requirement to match multi-year commitments to anticipated resources, visibility over future commitments is needed from donors. However, donors require clear, evidence-based financial projections of GAVI's resource needs on which to base planned investments. A new replenishment mechanism is necessary to deliver on both these imperatives.

#### *2. Diversify and expand donor base*

To overcome the risks associated with a narrow base of donors, GAVI must aggressively diversify its donor base by targeting key members of the G20 and others. Although this is a priority, it will take time to build new donor relationships. Therefore, the returns of this approach will only be expected over a medium to long-term horizon. Current donor support, at all levels, will continue to be critical to GAVI's short-term success.

#### *3. Sustain and expand innovative finance*

Innovative finance is about accessing new sources of funding and using donor funding efficiently. GAVI is a pioneer in this area. In order to help address GAVI's funding challenge, the Secretariat will seek to increase donor investments in innovative finance mechanisms from the public as well as from the private sector. These investments should match donors' and investors' financial abilities and preferences with GAVI's funding needs. Several strategies have emerged.

- Sovereign
  - Expand, extend, and/or enhance IFFIm
  - Support initiatives like currency tax, de-tax, buy-downs, solidarity levies
- Private
  - Partnerships with asset managers in the socially responsible (SRI) area
  - Large-scale micro-giving arrangements that offer value to partners
  - Results-based financing mechanisms that have the potential to leverage in private capital
  - A vehicle in which both public and private sector supporters GAVI can invest in, rather than to which they donate. Such investments would not count against governments' development assistance budgets or corporations' social responsibility budgets

#### *4. Strengthen and better coordinate private sector outreach*

The Secretariat in cooperation with the GAVI Campaign in the US, is seeking new corporate partnerships and high-profile private sector donors. GAVI's partnership with La Caixa is a potential model for a multi-faceted engagement and giving programme.

## ANNEX 1

GAVI is also exploring partnerships with a select number of faith communities, prominent membership/service organisations and institutional funders. It is also testing the opportunity for geographic expansion beyond the US and Spain. It is important to note, that securing and structuring private sector participation is a long process of identification, cultivation, and persistent dialogue, and will have a certain element of trial and error. As with traditional philanthropy, a negative macroeconomic picture will inhibit quick success.

### **Objective 2: Engage stakeholders and leverage political processes to mobilise support for GAVI's agenda**

Four primary tactics support this objective:

#### *1. Influence public policy and policy makers*

GAVI will continue to work to influence public debate and policy makers in order to secure political support for funding. It will do so by engaging in key processes and events in the international development and global health arenas. A priority will be to leverage the European Union, G8, UN MDG Summit and possibly G20 processes to position GAVI as a proven delivery mechanism to advance the MDGs.

#### *2. Provide an evidence-based case for investment in immunisation*

The Secretariat will communicate clearly and broadly on GAVI's programmatic ambitions and financial situation. On an ongoing basis, it will provide an evidence-based case for investment to ensure ownership of the goals and commitment to secure resources by the Board, donors and stakeholder communities.

#### *3. Develop and leverage global and regional networks of champions*

Historically, GAVI has relied primarily on its Secretariat and Board to mobilise resources and galvanise political will. With the scope of programmatic needs expanding, GAVI's traditional approach must be re-engineered. Mobilising stakeholder groups and activating networks to advance GAVI's agenda at the global and national levels will be essential to leverage forces in support of its mission. The key components of this effort include:

- identifying and supporting hubs of leadership among parliamentary leaders and civil society groups
- identifying and engaging celebrities and eminent persons, as well as key policy influencers
- working in partnership with developing country and civil society voices, developing stakeholder ownership with open, interactive engagement

#### *4. Implement multi-faceted national strategies*

Developing a broad awareness of and support for GAVI in donor countries is also critical. GAVI has historically benefited from excellent, high-level support among donors. To date, the Secretariat has focused on sustaining relationships with donor agencies. However, its engagement with civil society participants and influential leaders beyond government remains limited. Furthermore, GAVI's media and communications operation is not large enough to support such an expanded outreach

## ANNEX 1

process. GAVI will now develop a more integrated view of national political dynamics to inform its outreach in donor countries, carefully timed and designed around critical decision processes, and developed in partnership with national stakeholders. The key components of this effort include:

- for all donor countries, developing plans for progressively strengthening national dynamics in support of GAVI including support from the media, parliament, civil society, celebrities and policy influencers
- in some key countries, invest in relay institutions charged with rallying stakeholders around a national dynamic. Examples include: friends organisations

### Communications and Advocacy

Tactics will support both objectives and include the following:

#### *Further enhance communications and advocacy efforts*

To empower champions and better orchestrate communications and advocacy through stakeholder networks with clear messaging and coordinated strategies, the Secretariat will:

- continue to seek to strengthen coordination with Alliance partners to leverage the power of collective communications and advocacy
- innovate in web-based communications. This involves the revamping of the GAVI website and the progressive expansion of *myGAVI* networking platform to a wider range of stakeholder groups, communicators and advocates
- organise a speakers' bureau to manage GAVI speakers and advocates. A key component of this initiative will be an Eminent Group of internationally-acclaimed advocates, led by the Chair of the GAVI Board, which will be launched by the end of 2010.

#### *Target the "top 5000" stakeholders*

While recognised and respected within its close circles, GAVI suffers from an awareness deficit in many markets. Brand-building globally in all markets and segments would be prohibitive and unrealistic. However, an approach that is focused on influential parties can help enhance GAVI's brand recognition, strengthen the importance of immunisation and empower GAVI champions and allies. The Secretariat will undertake a mapping exercise to identify key stakeholders and develop strategies and tactics to engage them more effectively.

**ANNEX 2****Share of donors' contributions to the International Development Association (IDA), the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) and GAVI Alliance**

	<b>IDA</b>		<b>GFATM</b>		<b>GAVI</b>	
<b>G8 donors</b> (Canada, France, Germany, Italy, Japan <sup>1</sup> , Russia, United Kingdom, United States)	<b>73.4%</b>		<b>72.2%</b>		<b>71.1%</b>	
<b>G20 donors that are not G8</b> (Australia, Brazil, China, India, Korea, Saudi Arabia, South Africa, Spain)	<b>8.5%</b>		<b>6.3%</b>		<b>3.1%</b>	
<b>Emerging G20 donors</b> (Brazil, China, India, Korea, Saudi Arabia, South Africa)		2.5%		0.5%		0.2%
<b>Other DAC</b> (non G8, non G20: Belgium, Denmark, EC, Finland, Greece, Ireland, Luxembourg, Netherlands, Norway, Portugal, Sweden, Switzerland)	<b>18.1%</b>		<b>15.5%</b>		<b>10.7%</b>	
<b>Other DAC</b> (not GAVI donors: Belgium, Finland, Greece, Portugal, Switzerland)		6.5%		1.1%		-
<b>Other sources, including private foundations and philanthropy<sup>2</sup></b>	-		<b>6.0%</b>		<b>15.1%</b>	
<b>TOTAL:</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>	

**Methodological note:**

Shares for IDA are based on donor pledges to the 15th replenishment (2009 – 2011); shares for GFATM are based on donor contributions 2007 – 2009; GAVI Alliance shares are calculated based on direct, IFFIm and AMC commitments (2000 – 2026) made as of April 2010.

<sup>1</sup> Japan is not a GAVI donor

<sup>2</sup> For GFATM this includes private foundations as well as Debt2Health, UN Foundation, UNITAID and Product Red.

**ANNEX 3****Board Matrix**

The following matrix suggests potential points of collaboration between Board members and critical networks of influence.

<b>Who</b>	<b>Connects with/Network</b>	<b>Themes</b>	<b>Tactics</b>
<b>Chair/Vice</b>	High-level politicians  Media	Mobilise collective action	Targeted contact with senior government leaders  Media and public relations activities
<b>Developing countries</b>	African Union, regional bodies, donors and potential donors  Media	Country demand, results, impact, vaccine price, MDGs	Regional fora, bilateral contact, meetings with donors and potential donors  Media and public relations activities
<b>Donors</b>	Other donors – including new  Media	MDGs, results, proven vehicle, cost effectiveness	Take ownership of funding challenge, bilateral contact, global fora  Media and public relations activities
<b>Civil Society Organisations (CSOs)</b>	Donors, individual networks, national governments  Advocacy and media	Partnerships, vaccine price, MDGs	Voice  Media and public relations activities
<b>Unaffiliated</b>	Decision makers, influential individuals	Partnership (Public-Private), innovation, results, brand recognition	Networking, media and public relations activities
<b>The Bill &amp; Melinda Gates Foundation</b>	Political leadership (highest), CSOs, Media	New vaccines, vaccine supply and price	Catalytic funding, general advocacy, partner media and public relations activities
<b>WHO/UNICEF/World Bank</b>	Governments, country presence  Collective communication	Health as development driver, integrated approaches, MDGs	Coordinated media and public relations activities