The GAVI Alliance Strategy 2011-2015 and Business Plan

The GAVI Alliance Strategy defines the Alliance's operating principles, strategic goals, objectives and progress indicators based on its mission. The Business Plan describes the actions to be undertaken to achieve the Strategy.

The GAVI mission: "To save children's lives and protect people's health by increasing access to immunisation in poor countries"

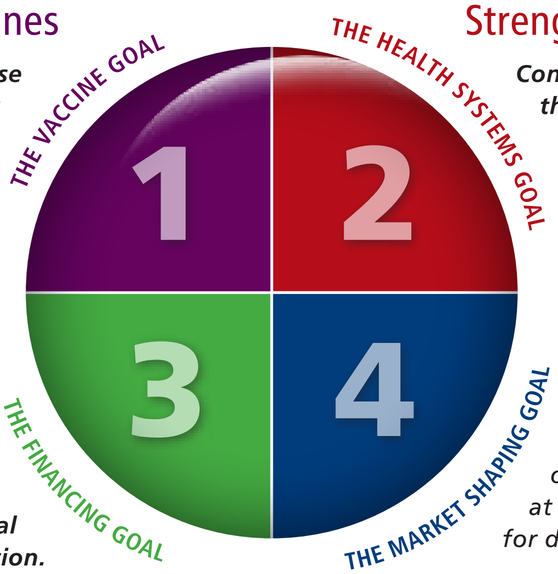
GAVI's mission is supported by four strategic goals:

Accelerate vaccines

Accelerate the uptake and use of underused and new vaccines *by strengthening country decision-making and introduction.*

Strengthen capacity

Contribute to strengthening the capacity of integrated health systems to deliver immunisation.



Increase predictability and sustainability

Increase the predictability of global financing and improve the sustainability of national financing for immunisation.

Shape the market

Shape vaccine markets *to ensure adequate supply of appropriate, quality vaccines at low and sustainable prices for developing countries.*

The 2011–2015 Strategy also includes three cross-cutting areas:

- Monitoring and Evaluation
- Advocacy, Communication and Public Policy
- Policy Development

Related content on the GAVI website ▶

See also www.gavialliance.org/strategy

Goal level indicators www.gavialliance/results/goal-level-indicators

1 The Vaccine Goal

Accelerate the uptake and use of underused and new vaccines

Accelerating the uptake of new and underused vaccines is GAVI's core business and represents the majority of its expenditure.

As many as 100 new vaccine introductions across GAVI-eligible countries are forecasted between 2011 and 2015. The majority of these introductions are pneumococcal and rotavirus vaccines.

In its second decade, GAVI aims to confront the world's two biggest child killers – pneumonia and diarrhoea – by accelerating introduction of routine pneumococcal and rotavirus vaccines in the poorest countries. GAVI is also taking the first steps to introduce vaccines against cervical cancer (human papillomavirus or HPV) and rubella, which causes birth defects in newborns.

The Alliance will maintain momentum on yellow fever, hepatitis B and Hib vaccines, while also supporting meningitis A and measles (second dose) vaccines.

All members of the Alliance work to support countries in their decision-making and vaccine-introduction processes by:

- ensuring countries have the information, data, policy standards and systems they need; and
- supporting the introduction process through technical assistance and training.

2 The Health Systems Goal

Contribute to strengthening the capacity of integrated health systems to deliver immunisation

While countries are responsible for their health systems, GAVI's role is to help ensure that their health systems are effective in delivering vaccines.

This is achieved through three strategic objectives:

- contributing to resolving constraints in delivering immunisation;
- increasing equity in access to services (including gender equity); and
- strengthening civil society engagement in the health sector.

GAVI is working closely with other agencies including WHO, the World Bank, and the Global Fund to Fight AIDS, TB and Malaria to better streamline and harmonise with country systems through the Health Systems Funding Platform (HSFP).

Through performance-based financing approaches, GAVI will invest in national health strategies and ensure incentives exist to help improve immunisation outcomes and equity in immunisation coverage.

The Alliance will continue to raise awareness of the important role civil society organisations (CSOs) play in immunisation and child health, and to encourage CSO engagement in the national planning and implementation processes.

Cross-cutting activities

Advocacy, Communication and Public Policy

Scaled-up communication and advocacy efforts are critical for engaging stakeholders.

There are three priorities:

- raise understanding of the value of health, immunisation and GAVI through enhanced communications and targeted media relations;
- mobilise and empower new networks of advocates to inform GAVI's policies, support fundraising and help achieve its strategic goals;
- engage in development aid policy settings to ensure endorsement of GAVI, immunisation and health.

Renewed emphasis will also be placed on enhanced communications with GAVI-supported countries and reputational risk and crisis communications management.

3

The Financing Goal

Increase the predictability of global financing and improve the sustainability of national financing for immunisation

In order to realise GAVI's mission, the resource mobilisation priorities entail:

- working to secure timely receipt of funds pledged;
- expanding and extending existing donor commitments, and ensuring further pledges to meet the rapidly accelerating demand for new vaccines;
- maximising the "challenge pledges" - funds pledged conditional on additional funds being raised in the future;
- broadening the public and private donor base and private sector engagement; and
- developing and implementing new innovative finance mechanisms.

Co-financing ensures financial commitment to vaccine introduction by requiring countries to share in the cost of vaccines.

For the period 2011-2015, GAVI's efforts will focus on ensuring political commitment for co-financing in low and lower-middle-income countries. GAVI will also work towards full transition to sustainable financing in countries "graduating" from GAVI support after 2015.

4

The Market Shaping Goal

Shape vaccine markets

GAVI's success depends upon the vaccine markets providing appropriate and affordable vaccines. Shaping markets has always been implicit in GAVI's work but is an explicit goal in the Strategy for 2011-2015 to provide a renewed focus on this area of work.

With plans to introduce a larger portfolio of vaccines in the poorest countries, it is imperative that GAVI continues to innovate and shape a larger number of markets by:

- ensuring adequate supply of quality vaccines to meet demand, sourcing a sustainable supply through a diverse supplier base, and procuring products that best meet countries' needs; and
- minimising costs of vaccines to GAVI and countries by: fostering development of appropriate and innovative vaccines; and assuring a long-term affordable price that can be sustainably financed by developing countries.

GAVI aims to achieve these objectives through:

- continued strengthening and dissemination of forecasting to ensure timely, transparent and accurate market information; and
- innovative approaches to making demand more predictable, accelerating vaccine development, increasing levels of production, and improving vaccine portfolio management to ensure efficient and effective vaccine procurement and supply-chain management.

Monitoring and Evaluation

Monitoring and evaluation (M&E) is essential for improving performance and ensuring the Alliance is using its resources effectively.

The GAVI Alliance's M&E Framework and Strategy for 2011-2015 describes monitoring and evaluation activities: routine programme monitoring, targeted studies and full country evaluations.

GAVI is committed to supporting countries to improve the availability and quality of their immunisation-related data.

Policy Development

GAVI is regularly adapting its policies to ensure that countries are supported in the most effective and efficient way to reach the 2015 targets defined through this Strategy.

GAVI Alliance Strategy 2011-2015

Notes: All targets achievable with full funding
(Baseline values indicated in brackets refer to 2010)

Mission

To save children's lives and protect people's health by increasing access to immunisation in poor countries

Mission indicators:

Under-five mortality rate in GAVI-supported countries:	TARGET 2015:	68 per 1000 live births (78)
Number of additional future deaths averted:	TARGET 2011-15:	3.9 million (0)
Number of children fully immunised with GAVI support:	TARGET 2011-15:	243 million (0)

Operating principles

As a public-private partnership including civil society, the GAVI Alliance plays a catalytic role providing funding to countries and demonstrates "added-value" by:

1. Advocating for immunisation in the context of a broader set of cost-effective public health interventions
2. Contributing to achieving the Millennium Development Goals (MDGs)
3. Supporting national priorities, integrated delivery, budget processes and decision-making
4. Focusing on innovation, efficiency, equity, performance and results
5. Maximising cooperation and accountability among partners through the Secretariat
6. Ensuring gender equity in all areas of engagement

Strategic goals

1 Accelerate the uptake and use of underused and new vaccines

Goal-level indicators

- **Country introductions of underused and new vaccines:** number of GAVI-supported countries introducing underused and new vaccines

  TARGET 2015:
  Penta: 69 (62)
  Pneumo: 45 (3)
  Rota: 33 (4)

- **Coverage of underused and new vaccines:** coverage of underused and new vaccines in GAVI-supported countries (% of target population)

  TARGET 2015:
  Penta3: 77% (39%)
  Pneumo3: 40% (1%)
  Rota last dose: 31% (1%)

Strategic objectives

1. Increase evidence-based decision-making by countries
2. Strengthen country introduction to help meet demand

2 Contribute to strengthening the capacity of integrated health systems to deliver immunisation

Goal-level indicators

- **Drop-out rate:** percentage point drop out between DTP1 and DTP3 coverage

  TARGET 2015: 10 (12)

- **DTP3 coverage:** % of surviving infants receiving 3 doses of DTP-containing vaccine

  TARGET 2015: 81% (75%)

- **Measles First Dose (MCV1) coverage:**

  TARGET 2015: increased coverage (76%)

- **Equity in immunisation coverage:** % of GAVI-supported countries where DTP3 coverage in the lowest wealth quintile is +/- 20% points of the coverage in the highest wealth quintile

  TARGET 2015: 62% (51%)

Strategic objectives

1. Contribute to the resolving of the major constraints to delivering immunisation
2. Increase equity in access to services
3. Strengthen civil society engagement in the health sector

3 Increase the predictability of global financing and improve the sustainability of national financing for immunisation

Goal-level indicators

- **Resource mobilisation:** resources mobilised as a % of resources needed to finance forecasted country demand for vaccine support

  TARGET 2015: 100% (n/a)

- **Country investments in vaccines per child:** average government expenditure on vaccines per surviving infant

  TARGET 2015: increased investment (US$ 3.8)

- **Fulfilment of co-financing commitments:** % of countries that meet their co-financing commitments in a timely manner

  TARGET 2015: 100% (86%)

Strategic objectives

1. Increase and sustain allocation of national resources to immunisation
2. Increase donor commitments and private contributions to GAVI
3. Mobilise resources via innovative financing mechanisms

4 Shape vaccine markets

Goal-level indicators

- **Reduction in vaccine price:** change in weighted average price per child to fully immunise with pentavalent, pneumococcal and rotavirus vaccines

  TARGET 2015: n/a* (US$ 35)

- **Number of products offered as a % of five-year target**

  TARGET 2015: 100% (54%)

* future targets are not publicised to avoid setting a floor to a minimum price

Strategic objectives

1. Ensure adequate supply to meet demand
2. Minimise costs of vaccines to GAVI and countries

Cross-cutting

- **Monitoring and Evaluation**
- **Advocacy, Communication and Public Policy**
- **Policy Development**

Information current as of October 2013