GAVI, THE VACCINE ALLIANCE 2016 – 2020 STRATEGY



#vaccineswork
www.gavi.org

Saving children's lives and protecting people's health by increasing equitable use of vaccines in lower-income countries



Gavi's 2016 – 2020 strategy guides our mission: to save children's lives and protect people's health by increasing equitable use of vaccines in lower-income countries.

The strategic framework includes our strategic goals, objectives, progress indicators, strategic enablers and operating principles. All of these align with and contribute to the Global Vaccine Action Plan, which aims to prevent millions of deaths by 2020 through more equitable access to vaccines, and the post-2015 sustainability agenda.



# Gavi's mission is supported by four strategic goals:

# **1 THE VACCINE GOAL**

# Accelerate equitable uptake and coverage of vaccines

We support developing countries to accelerate vaccine coverage and make it more equitable. This involves ensuring that all children are protected, as well as introducing new vaccines into national immunisation programmes.

We work to remove barriers to immunisation, particularly those related to wealth, geography and gender, to make sure we reach all children, even in the most fragile countries and communities. Gavi also funds global vaccine stockpiles and immunisation campaigns, which are used as complements to routine programmes to prevent disease outbreaks.

# 2 THE SYSTEMS GOAL

Increase effectiveness and efficiency of immunisation delivery as an integrated part of strengthened health systems

Effective and efficient immunisation delivery systems, drawing on modern technology and approaches, are critical to reaching more children in a sustainable way. Recognising the importance of delivering integrated health services, we support developing countries to build comprehensive immunisation programmes that also help to strengthen their overall health systems.

### **Objectives:**

- Increase coverage and equity of immunisation
- Support countries to introduce and scale up new vaccines
- Respond flexibly to the special needs of children in fragile countries

The support we provide in areas such as vaccine supply chains and data availability, quality and use is driven by national and local needs and priorities.

### **Objectives:**

- Contribute to improving integrated and comprehensive immunisation programmes, including fixed (provided in health facilities), outreach and supplementary components
- Support improvements in supply chains, health information systems, demand generation and gender-sensitive approaches
- Strengthen engagement of civil society, private sector and other partners in immunisation



# **3 THE SUSTAINABILITY GOAL**

# 4 THE MARKET SHAPING GOAL

# Improve sustainability of national immunisation programmes

One of the cornerstones of the Vaccine Alliance's development model is that support is time-limited and catalytic. Over time, our funding to countries diminishes and ultimately ends as their economies grow.

We work with developing countries from the beginning of each grant to make sure they are aware of the programmatic and financial implications of their decisions, even when they are relatively far from transitioning out of Gavi support. This helps ensure that countries are able to sustain and improve their immunisation programmes as our support phases out. Shape markets for vaccines and other immunisation products

Gavi continues to play an active role in promoting innovation, affordability and supply continuity in the global market for vaccines and other immunisation-related products. In doing so, we aim to help lower-income countries to access sufficient quantities of appropriate products at affordable prices.

In order to make immunisation programmes financially sustainable in the long term, we also work to secure access to Gavi vaccine tenders for countries after our support ends.

#### **Objectives:**

- Enhance national and sub-national political commitment to immunisation
- Ensure appropriate allocation and management of national human and financial resources to immunisation through legislative and budgetary means
- Prepare for sustained performance in immunisation after transition

### **Objectives:**

- Ensure adequate and secure supply of quality vaccines
- Reduce prices of vaccines and other immunisation products to an appropriate and sustainable level
- Incentivise development of suitable and quality vaccines and other immunisation products

## **STRATEGIC ENABLERS**

The 2016-2020 strategy includes four "strategic enablers", which are critical to achieving our mission.

#### > Country leadership, management and coordination

Together with our partners, we support countries in strengthening the management of their immunisation programmes, including coordination of all relevant stakeholders. This will only be possible if local and national authorities are empowered to collect, analyse and act on reliable data.

#### > Advocacy

Political commitment at the global, national and sub-national level is crucial to reach all children with vaccines. We strive to ensure that the value of vaccines is well recognised and that immunisation remains a priority at all levels. This includes raising awareness of the links between immunisation, good health and economic prosperity.

#### > Monitoring and evaluation

#### > Resource mobilisation

Our resource mobilisation model is multi-faceted, comprising country co-financing and other domestic investments in immunisation, long-term donor financing and active market shaping efforts for both Gavi-supported and transitioning countries. We are continuing to expand and broaden our donor base to include public, private and other donors, such as emerging countries, all of whom play a critical role in supporting vaccine programmes in the lowest-income countries.

We rely on high-quality monitoring and evaluation to make sure that our support is delivering the expected results, that we are using our resources effectively and that we can adjust our approach if needed. We work with our partners to strengthen surveillance, programme monitoring and management, as well as conduct regular evaluations of our investments.

## PRINCIPLES

Gavi's operating model is underpinned by a set of principles built on our commitment to development

#### effectiveness:

• Integrated: promote integration of immunisation with other health interventions, harmonising Gavi support with that of other partners.

• Innovative: foster and take to scale innovation in development models, financing instruments, public health approaches, immunisation-related technologies and delivery science.

• Collaborative: as a public-private partnership, convene immunisation stakeholders and leverage the strengths of all Vaccine Alliance partners through shared responsibility at both the global and national level.

• Accountable: maximise Alliance cooperation and performance through transparent accountability mechanisms.

• Country-led: respond to and align with country demand by supporting national priorities, budget processes and decision-making.

• Community-owned: ensure community engagement to increase accountability and sustain demand and impact.

• Globally engaged: contribute to the Global Vaccine Action Plan, align with the post-2015 global development priorities and implement the aid effectiveness principles.

• Catalytic and sustainable: provide support to generate long-term sustainable results, including country selffinancing of vaccines through the transition process.

www.gavi.org/about/strategy/

Mission	To save children's lives and protect people's health by increasing equitable use of vaccines in lower-income countries	
Principles	<ul> <li>Country-led</li> <li>Community-owned</li> </ul>	•
Goals	<b>1</b> Accelerate equitable uptake and coverage of vaccines	
Objectives	<ul> <li>A. Increase coverage and equity of immunisation</li> <li>B. Support countries to introduce and scale up new vaccines</li> <li>C. Respond flexibly to the special needs of children in fragile countries</li> </ul>	A. cor inc cor B. hea gen C. priv sat
Goal-level indicators	<ul> <li>Reach of routine coverage: pentavalent 3rd dose, measles 1st dose</li> <li>Breadth of protection: average coverage across supported vaccines</li> <li>Equity of coverage and barriers based on: <ul> <li>geography</li> <li>wealth quintiles</li> <li>education of mothers/female caretakers</li> <li>fragile state status</li> </ul> </li> </ul>	• S E • D tr • A p d • Ir b • C b
Strategic enablers	<ul> <li>Country leadership, management &amp; coo</li> <li>Resource mobilisation</li> </ul>	

# Gavi, the Vaccine Alliance strategy, 2016–2020

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Under-five mortality rate Future deaths averted Future DALYs* averted Number of children vaccinated with Gavi Vaccines sustained after transition	10% reduc 5-6 millior >250 millio	
Globally engaged Catalytic & sustainable	<ul> <li>Integrated</li> <li>Innovative</li> </ul>	
2 Increase effectiveness and efficiency of immunisation delivery as an integrated part of strengthened health systems	<b>3</b> Improve sustain of national imm programmes	
Contribute to improving integrated and mprehensive immunisation programmes, luding fixed, outreach and supplementary mponents Support improvements in supply chains, alth information systems, demand neration and gender-sensitive approaches Strengthen engagement of civil society, vate sector and other partners in immuni- tion	<ul> <li>A. Enhance national and spolitical commitment to in</li> <li>B. Ensure appropriate allowing management of national financial resources to immediate and budgetary</li> <li>C. Prepare countries to sugin immunisation after grade</li> </ul>	
Supply chain: % countries meeting affective Vaccine Management benchmarks Data quality: difference between adminis- rative coverage and surveys Access, demand and service delivery: bentavalent 1st dose coverage and lrop-out rate megration: % countries meeting benchmark for integrated service delivery Civil society: % countries meeting benchmark for civil society engagement for mproved coverage and equity	<ul> <li>Co-financing: % count co-financing commitme</li> <li>Country investments: increasing investments i immunisation per child</li> <li>Programmatic sustain on track for successful t</li> <li>Institutional capacity: meeting institutional cap for national decision ma and monitoring</li> </ul>	
nation	• Advocacy	

\* Disability-adjusted life years (DALYs) is a measure of overall disease burden, expressed as the number of years lost due to ill health, disability or early death.

	<ul> <li>— Disease dashboard —</li> <li>Actual decrease in disease burden:</li> <li>Hepatitis B</li> <li>Rotavirus diarrhoea</li> <li>Measles</li> </ul>
	<ul> <li>Collaborative</li> <li>Accountable</li> </ul>
nability nunisation	Shape markets for vaccines and other immunisation products
sub-national immunisation ocation and human and munisation through means ustain performance aduation	<ul> <li>A. Ensure adequate and secure supply of quality vaccines</li> <li>B. Reduce prices of vaccines and other immunisation products to an appropriate and sustainable level</li> <li>C. Incentivise development of suitable and quality vaccines and other immunisation products</li> </ul>
tries fulfilling ents : % countries with in routine <b>hability:</b> % countries transition : % countries apacity benchmarks aking, management	<ul> <li>Sufficient and uninterrupted supply: % vaccine markets where Gavi supply meets demand</li> <li>Reduction in price: reduction in weighted average price of fully vaccinating a child with pentavalent, pneumococcal and rotavirus vaccines</li> <li>Innovation: number of vaccines and immunisation products with improved characteristics procured by Gavi</li> <li>Healthy market dynamics: % vaccine markets with moderate or high health</li> </ul>

#### Monitoring & evaluation