

Subject	<b>Collaboration with The Global Fund to Fight AIDS, Tuberculosis and Malaria ('The Global Fund') and other organisations</b>
Agenda item	<b>12</b>
Category	<b>For Guidance</b>

### Executive Summary

Gavi has launched the **Gavi Leap**, a bold transformation initiative designed to prepare the Alliance to deliver on the ambitious goals of its next five-year strategy. Based on a set of agreed principles, the Gavi Leap is driving deep reforms across the organisation. These include internal changes to simplify operations, as well as concrete actions to **merge efforts at the last mile** in line with the Lusaka Agenda – working more effectively with partners to align delivery at country level. Initial commitments reflecting this direction were announced at the Global Summit: Health & Prosperity through Immunisation in June and can be found on Gavi's website<sup>1</sup>.

One of the key actions already underway within the “merger at the last mile” element of the Gavi Leap is Gavi's **strengthened collaboration with the Global Fund**. Guided by the Joint Committee Working Group (JCWG), there has been strong progress across key joint initiatives in three workstreams (incl. in five Wave 1 countries) that is coupled with strong intent and growing alignment. In response to clear calls for faster and deeper collaboration, both organisations have committed to accelerating efforts through a suite of joint initiatives, combining actions to be implemented immediately, with more structural, transformative possibilities. The initiatives identified are focused in four key areas:

- Strategy, Policy and Programmes (including Malaria, RSSH/HSS and country engagement);
- Enabling functions;
- Resource mobilisation; and
- Governance

Some examples of immediate initiatives include the synchronisation of the start of the Global Fund Grant Cycle 8 and Gavi 6.0 for malaria and Health Systems Strengthening (HSS) support for key countries, and opportunities for shared services and enabling function integration. More transformative options, such as the alignment of start and duration of grant cycles more broadly or structural opportunities at Secretariat level, will be analysed further and supported by an external provider. Work across near-term opportunities for collaboration and initiatives for further analysis will be guided by a new joint Taskforce co-led by the Gavi CEO and Global Fund Executive Director.

In the context of the “merger at the last mile” element of the Gavi Leap progress has also been made in the **collaboration with the Global Polio Eradication Initiative**

<sup>1</sup> <https://www.gavi.org/news/media-room/gavi-statement-global-health-architecture>

**(GPEI).** This includes a commitment from both Boards, at the joint Gavi-GPEI Board meeting on 19 June, to develop a joint action plan with clear accountability and a monitoring framework.

### Action Requested of the Board

The Gavi Alliance Board is requested to **provide guidance** on:

The **proposed collaboration opportunities with the Global Fund**, including both immediate actions and those requiring further analysis

### Next steps/timeline

- Gavi and the Global Fund will work closely to implement immediate actions to strengthen collaboration, with regular updates to the respective Boards and Committees.
- Gavi and the Global Fund will jointly establish a Taskforce to oversee progress and work through more transformative changes.

### Previous Board Committee or Board deliberations related to this topic

**June 2025 Joint Gavi-Polio Oversight Board meeting book:** Pre-read materials

**May 2025 Programme and Policy Committee meeting book:** Doc 10 - *Update on Collaboration with Other Organisations – Collaboration with TGF on Malaria (Appendix 2)*

**April 2025 Board retreat:** *Session on collaboration with the Global Fund on malaria (Appendix 1)*

**December 2024 Board meeting book:** Doc 13 - *Update on Collaboration with Other Organisations*

**October 2024 Programme and Policy Committee meeting book:** Doc 10 - *Update on Collaboration with Other Organisations*

**June 2024 Board meeting book:** Doc 08 - *Update on Collaboration with Other Organisations*

**May 2024 Programme and Policy Committee meeting book:** Doc 04 - *Update on Collaboration with Other Organisations*

**December 2023 Board meeting book:** Doc 03 - *CEO Report* - the Board received an update on the Future for Global Health Initiatives and Lusaka Agenda

## 1. Context

- 1.1 Gavi has launched the **Gavi Leap**, a radical reform programme designed to prepare the Alliance to deliver on the ambitious goals of its next five-year strategy. Responding swiftly to the challenges identified through the Lusaka Agenda, the Leap embraces new ways of working that place countries at the centre, simplify operational procedures and funding, and position Gavi for greater impact in an evolving global health landscape.
- 1.2 The Gavi Leap is grounded in four key principles: i) **Country centricity**: give countries more agency, simplify processes, and promote equitable approaches with country and community needs at the heart; ii) **Country sovereignty**: support countries to fully transition out of donor support; iii) **Limited mandates**: agencies and institutions operating in line with their comparative advantages preventing duplication and fragmentation; and iv) **Finite lifespans**: agencies and institutions commit to define a date to put themselves out of business and focus on global public goods.
- 1.3 To translate the Gavi Leap principles into action, at the 'Global Summit: Health & Prosperity through Immunisation' in June 2025, the **Gavi CEO announced a series of commitments** in three areas:
  - a) **Gavi's internal reforms**: The Secretariat is streamlining its operational procedures and funding through a radical transformation programme, placing countries at the centre;
  - b) **Merger at the last mile**: Gavi will work to deliver in far greater alignment with close partners, especially at country level, at the last mile in line with the Lusaka Agenda; and
  - c) **The Global Health Leap**: Through its leadership, Gavi commits to catalyse change around reform of the global health architecture to improve the health and lives of those most in need.
- 1.4 In the **second area of action ('Merger at the last mile')**, Gavi has already **taken steps to strengthen collaboration with key partners outside the Alliance**, such as the Africa Centres for Disease Control and Prevention (Africa CDC) and the Global Polio Eradication Initiative (GPEI), as detailed in Annex A. These steps have also included advancing collaboration with the Global Fund and the Global Financing Facility (GFF) through the JCWG structure, which regularly brings together Board stakeholders from each of the three agencies. While there has been **progress across key joint initiatives in four workstreams**, and **strong intent and growing alignment with the Global Fund, faster and deeper collaboration is needed**. With the dramatic changes in the Global Health ecosystem, it is urgent to seize this window of opportunity for alignment in 2026 to make a **step-change in the collaboration between the two agencies**.

## 2. Ongoing Global Fund collaboration

- 2.1 **The JCWG was established in September 2024 to guide progress on Gavi-Global Fund-GFF collaboration across three workstreams** (Malaria,

Resilient and Sustainable Systems for Health (RSSH) / HSS; country engagement)<sup>2</sup>. Having met five times, the JCWG has primarily focused on identifying short-term collaboration opportunities, such as strengthening country-level coordination and aligning investments in data systems. The support to five Wave 1 countries in addressing challenges working with the Global Health Institutions has provided important insights (see Annex A). There has been meaningful progress across initiatives, with important ground still to cover. The Programme and Policy Committee (PPC) at its May 2025 meeting expressed strong support for advancing the coordination opportunities and emphasised the need to accelerate momentum and adopt a more deliberate, systematic approach to collaboration. The JCWG is scheduled to sunset in September 2025. Its future role and mandate are under discussion by the three organisations' leadership and JCWG members in alignment with its Terms of Reference (Annex B).

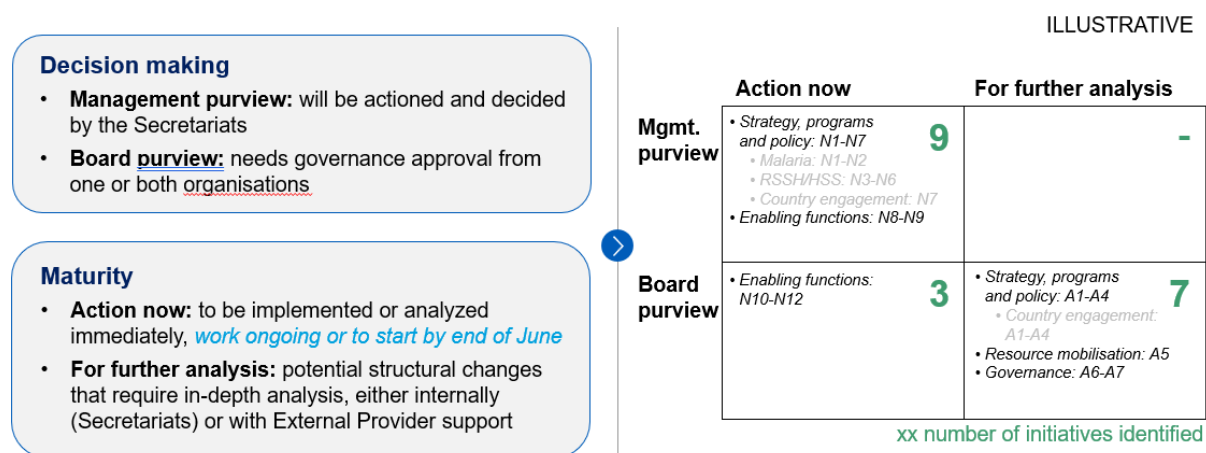
### 3. The way forward: A step change in the Gavi-Global Fund collaboration

3.1 In response to calls for deeper and faster collaboration, including by a group of donors, both organisations have **committed to accelerating efforts through a suite of joint initiatives** (see Figure 1) that expand on those reviewed by the JCWG. They will be focused in four areas (Strategy, Policy and Programmes [including Malaria, HSS/RSSH and country engagement]; Enabling Functions; Resource Mobilisation; and Governance). The objectives are to

- Drive greater impact, efficiencies, and effectiveness at country-level and headquarters to achieve Global Fund and Gavi's respective missions; and
- Drive more structural options for collaboration across the two organisations

3.2 The initiatives have been **mapped to a 2x2 grid, based on decision making pathway and maturity**.

Figure 1: 2x2 grid to structure identified joint initiatives



<sup>2</sup> An additional workstream on enabling functions is managed between the two agencies.

- 3.3 To accelerate progress and support joint decision-making, **the two organisations will immediately establish a joint Taskforce**, co-led by the Gavi CEO and Executive Director (see Annex C). In line with the Gavi CEO's commitment to *"explore radical options with respect to Gavi and the Global Fund, as well as Gavi and GPEI and other partners"* from the Global Summit, the Taskforce will oversee progress on the identified near-term priorities ('Action now' initiatives) and provide guidance on the more transformative opportunities ('For further analysis' initiatives) by year-end. The latter will be analysed further and supported by an external provider.

### **'Action now' initiatives**

- 3.4 'Action now' initiatives are near-term opportunities that are already underway or ready to launch ('Action now'), with decision making in the management purview.<sup>3</sup>

### **3.5 Strategy, Policy and Programmes – Malaria**

- **N1 – Engage Gavi in Global Fund GC7 reprioritisation:** The Global Fund will engage Gavi in its upcoming reprioritisation exercise immediately to ensure malaria reprioritisation decision-making is informed by latest information on Gavi and country plans, and if relevant, opportunities for collaboration are identified (e.g. leveraging immunisation touchpoints to distribute other malaria interventions).
- **N2 – Synchronising start of GC8 and Gavi 6.0 grant cycle for key malaria countries:** Taking forward guidance from the May PPC meeting to explore the alignment of grant cycles for Malaria<sup>4</sup>, this work will entail the synchronisation of malaria vaccine applications and reviews for integrated malaria planning and programming. It is further supported by the Gavi CEO announcement at the Global Summit *"to integrate malaria programming, through joint Gavi and Global Fund support behind national plans, in at least 80% of countries where the malaria vaccine has been introduced by the end of 2027, with an ambition to reach more countries"*

### **3.6 Strategy, Policy and Programmes – HSS / RSSH**

- **N3 – Engage Gavi in Global Fund reprioritisation:** Global Fund will immediately engage Gavi in its GC7 reprioritisation exercise to ensure HSS/RSSH reprioritisation decision-making is informed by latest information on Gavi plans, and if relevant, opportunities for collaboration are identified
- **N4 – Ensure new investments in priority areas consider collaboration opportunities:** This initiative will be grounded in aligned guidance for Gavi 6.0 and Global Fund GC8 on HSS/RSSH (by November) and improved ways of working between the respective country teams. It will seek to ensure that any new investments in priority RSSH/HSS areas of collaboration,

<sup>3</sup> Three 'action now' initiatives are under Board decision making purview and will be continued by the Taskforce. They are described in sections 3.7 and 3.8.

<sup>4</sup> At the same meeting, PPC members expressed reservations about flexible or pooled funding for malaria commodities between the two organisations.

including data, supply chain and Human Resources for Health, are aligned. It is linked to the Gavi CEO announcement at the Global Summit on *“Advocating for and practically facilitating last mile operations - including but not limited to grant cycle alignment, an integrated model for health systems investments, with full transparency and synchronized analytics – with all partners investing in countries on the ground, covering around US\$ 1.5 billion from Gavi in the next strategic period.”*

- **N5 – Expand systematic collaboration on Public Financial Management (PFM):** Joint support for supreme audit authorities, Public Accounting Organisations, and joint digital payments to Health Care Workers will be expanded to more countries starting immediately.
- **N6 – Coordinated applications through synchronised start of GC8/ Gavi 6.0 grant cycle** will facilitate the two initiatives above, as well as broader coordination of HSS/RSSH investments through increasing visibility and alignment in grant design and providing an opportunity for joint or coordinated planning. A mapping of country timings for applications will be completed by November.

### 3.7 Strategy Policy and Programmes – Country engagement

- **N7 – Strengthened coordination and communication to countries on management and governance/coordination:** Work on joint country communications on expectations and requirements regarding Global Fund Country Coordination Mechanisms (CCMs), Gavi Inter-agency Coordination Committees (ICCs) and Project Management Units (PMUs), as well as a mapping of country platforms, will complete by October to initiate country-led discussions about evolution of approaches. Then the work will be continued to explore more transformative changes.

### 3.8 Enabling functions

- **N8 – Assess opportunities for joint offshore/shared services and back-office integrations (e.g., IT, Operations, ...):** The Global Fund will engage Gavi on its project on service centres for transactional activities. This will include analysis of potential models for sharing, outsourcing or offshoring services, including creation of several options by October. To be continued as part of the ‘Further analysis’ initiatives, it is aligned with the Gavi CEO’s commitment at the Global Summit to *“drive additional savings through expanding shared services at the Global Health Campus”*
- **N9 – Explore joint Secretariat ‘indirect procurement’:** By end of September, the two organisations will take a decision on whether to move to a combined model for ‘indirect procurement’, i.e. non bio-medical procurement out of Secretariat Opex including IT procurement cost. The work would then be continued as part of the ‘Further analysis’ initiatives.

### ‘Further analysis’ initiatives

- 3.9 These **initiatives represent the most ambitious potential reforms** (including potential structural changes) requiring in-depth exploration. While exploration



of the initiatives has been jointly agreed with the Global Fund, further refinement will be needed, with the aim to complete analysis by end-2025. Final implementation decisions for these initiatives would largely be in the Board purview.

- 3.10 Within the area of **Strategy Policy and Programmes** four initiatives have been prioritised for deeper exploration: Harmonisation of co-financing requirements, eligibility, and transition policies (A1); coordination or merging of technical and country-facing teams (A2); alignment of grant cycle duration and start dates (A3); and development of a joint or single application and review process for joint investment areas such as malaria or HSS (A4). Exploration within **Enabling Functions** will entail options to share Audit and Investigation capabilities (N10); share Ethics-related services, such as due diligence on governance officials or other external partners (N11); and opportunities to align or combine independent monitoring and evaluation models (N12). Furthermore, **Resource Mobilisation** (A5) and **Governance** options (A6) as well as other structural options (A7) will be explored.

### 3.11 **Next steps on the Global Fund Collaboration**

The two organisations will continue the path forward on the ‘action now’ initiatives, including definition of more detailed targets and milestones. The joint Taskforce will be launched immediately, with the external provider expected to join in September for a 3-4 months’ period. Insights developed by the Taskforce will inform updates and potential decisions to be presented to the Gavi Board and relevant Global Fund governance bodies. The two organisations may also consider convening a joint Board session later in the year or early 2026.

## 4. **Accelerating the collaboration with GPEI**

Similarly to the Global Fund, the collaboration with GPEI has recently picked up pace. A joint Gavi Board–Polio Oversight Board (POB) meeting was held on 19 June, in which the Boards endorsed greater alignment on shared priorities, agreed to develop a joint action plan with clear goals and accountability, and committed to initially focus efforts in four countries with the aim to scale. Members also expressed interest in a follow-up joint meeting later in the year (further details can be found in Annex A).

### **Annexes and Appendices**

**Annex A:** Additional information on the JCWG work, the Global Fund, GPEI and other partnerships

**Annex B:** JCWG Terms of Reference (July 2024)

**Annex C:** Joint Gavi-Global Fund Taskforce Terms of Reference (June 2025)

### **Additional information available on BoardEffect**

**Appendix 1:** April 2025 Board retreat – Summary (Day 2)

**Appendix 2:** May 2025 Programme and Policy Committee paper: *Update on Collaboration with Other Organisations – Collaboration with TGF on Malaria*

**Appendices 2-6:** Materials from the meetings of the Joint Committee Working Group

**Additional reference materials online:**

Announcement made at the Gavi Replenishment: <https://www.gavi.org/news/media-room/gavi-statement-global-health-architecture>