

## The GAVI Alliance Strategy and Business Plan 2011-2015

*The GAVI Alliance Strategy 2011-2015 defines the Alliance's mission, operating principles, strategic goals, objectives and progress indicators. The Business Plan 2011-2015 describes the actions to be undertaken to achieve the Strategy. It also lays out the context and challenges for the coming years.*

**Successful implementation will achieve significant impact. Between 2011 and 2015, the Alliance aims to fully immunise over 240 million children and avert a further 3.9 million deaths over and above the more than five million deaths averted in GAVI's first decade.**

If GAVI's Business Plan and programmes are fully funded:

- 90 million infants in more than 40 countries will receive pneumococcal vaccines
- 50 million infants in more than 30 countries will receive rotavirus vaccines
- 230 million infants will receive pentavalent vaccines
- 65 million will get yellow fever vaccines

GAVI will also have begun to roll out other new life-saving vaccines, including human papillomavirus (HPV) vaccine, which protects against cervical cancer, a leading cause of death of women in low-income countries.

In parallel, GAVI will have built a partnership between leading global health organisations to further strengthen health systems in over 40 low-income countries in order to promote integrated delivery of immunisation.

See also: [www.gavialliance.org/vision/strategy](http://www.gavialliance.org/vision/strategy)

**GAVI's mission to increase access to immunisation in poor countries is supported by four strategic goals:**

**1 Accelerate the uptake and use of underused and new vaccines** by strengthening country decision-making and introduction ("**the vaccine goal**")

**2 Contribute to strengthening the capacity of integrated health systems to deliver immunisation** by resolving health systems constraints, increasing the level of equity in access to services and strengthening civil society engagement in the health sector ("**the health systems goal**")

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

- a. Accessing new and predictable resources to fund immunisation at the global level ("**the funding goal**")
- b. Focusing on successful implementation of GAVI's co-financing policy to ensure sustainability for vaccines at the country level ("**the co-financing goal**")

**4 Shape vaccine markets** with regard to pricing and supply security and make catalytic investments to facilitate introduction of appropriate vaccines ("**the market-shaping goal**")

A set of cross-cutting activities in **monitoring and evaluation** and **advocacy, communications and public policy** support these goals.

# 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.

If the Alliance is fully resourced to meet demand, up to 100 new vaccine introductions across GAVI-eligible countries would occur 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. The Alliance will maintain momentum on yellow fever, hepatitis B and Hib vaccines while also supporting

campaigns against yellow fever and meningitis and preparing for additional vaccines including against HPV and others.

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).

A new GAVI programme, incentives for routine immunisation strengthening (IRIS), will ensure incentives exist at the sub-national/district levels to help countries with low immunisation coverage achieve and sustain greater than 70% DTP3 coverage.

The Alliance will continue to raise awareness of the important role 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 communications 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 countries and reputational risk and crisis communications management.

# 3

## The Funding Goal

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

**The funding goal:** The Alliance aims to invest US\$ 6.8 billion in vaccines and programmes from 2011 to 2015: US\$ 3.1 billion is assured through donor contributions and other sources. Pledges of US\$ 3.7 billion are needed to fully address country demand, including US\$ 1.7 billion between 2011 and 2013.

To meet this financing challenge, GAVI will:

- *expand and extend existing donor commitments;*
- *broaden the public and private donor base; and*
- *develop and implement new innovative finance mechanisms.*

**The co-financing goal:** co-financing ensures the sustainability of country immunisation programmes and financial commitment to vaccine introduction by requiring countries to share in the cost of vaccines.

A revised co-financing policy proposes a shift whereby some countries will take on a more aggressive contribution. 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 in 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 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 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 credible signals to manufacturers; and*
- *innovative approaches to making demand more predictable, accelerating vaccine development, increasing levels of production, and improving 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.

M&E is a cross-cutting function and activities are conducted by the Secretariat, Alliance partners and countries themselves. GAVI has developed a Monitoring and Evaluation Framework and Strategy which is intended to guide GAVI's work in M&E for the period 2011-2015.

As part of the Health Systems Funding Platform, a working group has developed a framework for the monitoring and evaluation of health system strengthening investments and a joint work plan for operationalising this framework in countries receiving support.

# GAVI Alliance Strategy 2011-2015

**Notes:** All targets achievable with full funding  
Baseline values indicated in brackets ( )

Mission	<p><b>To save children's lives and protect people's health by increasing access to immunisation in poor countries</b></p>	<p><b>Mission indicators:</b></p> <ul style="list-style-type: none"> <li>■ Under five mortality rate</li> <li>■ Number of future deaths averted</li> <li>■ Number of children fully immunised</li> </ul>	<p><b>TARGET 2015:</b> 90 per 1000 live births (100) <b>TARGET 2011-15:</b> 3.9 million <b>TARGET 2011-15:</b> 243 million</p>	
Operating Principles	<p>As a public-private partnership including civil society, the GAVI Alliance plays a catalytic role providing funding to countries and demonstrates "added-value" by:</p>	<ol style="list-style-type: none"> <li>1. Advocating for immunisation in the context of a broader set of cost-effective public health interventions</li> <li>2. Contributing to achieving the Millennium Development Goals (MDGs)</li> <li>3. Supporting national priorities, integrated delivery, budget processes and decision-making</li> </ol>	<ol style="list-style-type: none"> <li>4. Focusing on innovation, efficiency, equity, performance and results</li> <li>5. Maximising cooperation and accountability among partners through the Secretariat</li> <li>6. Ensuring gender equity in all areas of engagement</li> </ol>	
Strategic goals	<p><b>1 Accelerate the uptake and use of underused and new vaccines</b></p>	<p><b>2 Contribute to strengthening the capacity of integrated health systems to deliver immunisation</b></p>	<p><b>3 Increase the predictability of global financing and improve the sustainability of national financing for immunisation</b></p>	<p><b>4 Shape vaccine markets</b></p>
Goal-level indicators	<ul style="list-style-type: none"> <li>■ <b>Country introductions of underused and new vaccines:</b> Number of GAVI supported countries introducing underused and new vaccines <b>TARGET 2015:</b> Pentav: 69 (62) Rota: 33 (4) Pneumo: 45 (5)</li> <li>■ <b>Coverage of underused and new vaccines:</b> Coverage of underused and new vaccines in GAVI supported countries (% of target population) <b>TARGET 2015:</b> Pentav3: 78% (40%) Rota last dose: 31% (1%) Pneumo3: 40% (1%)</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Drop-out rate:</b> Percentage point drop out between DTP1 and DTP3 coverage <b>TARGET 2015: 9</b> (11)</li> <li>■ <b>DTP3 coverage:</b> % of surviving infants receiving 3 doses of DTP-containing vaccine <b>TARGET 2015: 79% of children</b> (73%)</li> <li>■ <b>Equity in immunisation coverage:</b> % of GAVI supported countries where DTP3 coverage in the lowest wealth quintile is +/- 20% points of the coverage in the highest wealth quintile <b>TARGET 2015: 60%</b> (49%)</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Resource mobilisation:</b> Resources mobilised as a % of resources needed to finance forecasted country demand for vaccine support <b>TARGET 2015: 100%</b></li> <li>■ <b>Country investments in vaccines per child:</b> Average government expenditure on vaccines per surviving infant <b>TARGET 2015: US\$ 3.00 per child</b> (US\$ 2.38)</li> <li>■ <b>Fulfillment of co-financing commitments:</b> % of countries that meet their co-financing commitments in a timely manner <b>TARGET 2015: 100%</b> (90%)</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Reduction in vaccine price:</b> Change in weighted average price per child to fully immunise with pentavalent, pneumococcal and rotavirus vaccines. (Baseline 2010: US\$ 35.19) <b>Additional targets to be developed following the supply strategy review.</b></li> </ul>
Strategic objectives	<ol style="list-style-type: none"> <li>1. Increase evidence-based decision-making by countries</li> <li>2. Strengthen country introduction to help meet demand</li> </ol>	<ol style="list-style-type: none"> <li>1. Contribute to the resolving of the major constraints to delivering immunisation</li> <li>2. Increase equity in access to services</li> <li>3. Strengthen civil society engagement in the health sector</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase and sustain allocation of national resources to immunisation</li> <li>2. Increase donor commitments and private contributions to GAVI</li> <li>3. Mobilise resources via innovative financing mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure adequate supply to meet demand</li> <li>2. Minimise costs of vaccines to GAVI and countries</li> </ol>
Cross-cutting	<ul style="list-style-type: none"> <li>■ Monitoring and Evaluation</li> <li>■ Advocacy, Communication and Public Policy</li> </ul>			