

FOR GUIDANCE

Developing the next GAVI Alliance strategy (2011-2015)

Introduction / background

In June/July 2006, the GAVI Alliance and GAVI Fund Boards approved the GAVI Alliance Strategy (2007-10), subject to annual review by the Alliance Board. The Strategy has four strategic goals and provides a roadmap for Alliance's work over the four year period. A set of guiding principles were adopted, in the context of this strategy, at the same time (See annex 1). This strategy comes to an end in 2010 and work should commence by late 2009 on the development of a strategy to continue to guide the GAVI Alliance over the next five years and a business plan and budget to implement those strategic directions.

Experience over the lifetime of the current Strategy has led to evolution and change in some aspects of the operational model such as the IRC process, and to major policy development including in co-financing, the Vaccine Investment Strategy (VIS) and the Accelerated Vaccine Introduction (AVI) initiative. Review of the eligibility policy is currently nearing completion. GAVI's first Resource Mobilisation Strategy was endorsed at the June 2009 Board meeting, the need for it made more urgent by the regrettable confluence of a positive acceleration in demand for GAVI supported vaccines with the worst global economic crisis in nearly a century. There has also been significant consolidation in governance structures and the establishment of the GAVI Alliance as an autonomous international organisation in Switzerland with privileges and immunities under the new Swiss Host State Act.

Given the evolution and changes since 2007, including the change in the governance structure, it is timely and essential that the GAVI Alliance review its strategic goals, objectives and principles and the application of its business model for their current relevance, appropriateness and clarity to take it forward over the next five year. A new strategic framework and the business plan that flows from it would be implemented beginning in 2011.

The Process

The GAVI Alliance Board must clearly take ownership of the strategy, however, it only meets two times a year. As more frequent guidance is appropriate for such an important document it is proposed that that Executive Committee of the Board take an oversight role in its development. This would be consistent with the charter of the Executive Committee (See annex 2).

Under the GAVI By-laws (7.1): one of the main functions of the Secretariat is to: *"Prepare the strategic plan and related work plans and budgets that demonstrate the value for money and efficiency of the GAVI Alliance"* It is therefore further proposed that the Secretariat lead the development of the new strategic framework under the oversight of the Executive Committee, in close consultation with key constituencies. Within the Secretariat, senior management recently held a retreat to brainstorm and commence internal planning. An internal task team under the leadership of the Deputy CEO will be established.

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The Executive Committee views and guidance on whether this process should involve a fundamental review of the GAVI Alliance's current mission, strategic goals and operating principles with broad consultation or a more light touch review taking into account the lessons learnt over the last four years is an essential starting point.

A comprehensive evidence base is available, or near completion, to inform the strategy review. This includes: Progress on the health Millennium Development Goals and GAVI's current and possible future contribution; the current and future vaccines landscape, including long range forecasting and impact modelling and expenditure scenarios.

Various internal evaluations completed or in progress will provide further evidence; Evaluation of the GAVI Phase 1 (2000-2005); GAVI Phase 2 Evaluation; GAVI Health Systems Strengthening Support Evaluation; and the IRC Evaluation. External evaluations of relevance includes The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) Five Year Evaluation and the IHP+ Management Review.

The extent and depth of consultation will be determined by whether this is to be a fundamental review or more a light touch, fine tuning and adjustment taking into account lessons learnt. However opportunities for consultation and key stakeholders include: The Partners' Forum to be held in Hanoi in November; some form of internet consultation (e.g., an e-forum, wiki, survey monkey); the Board, its committees (especially Programme and Policy and Audit and Finance Committees), and all GAVI Alliance constituencies; key global health agencies, thought leaders and experts not on the GAVI Alliance Board.

Consultations could also involve independent peer review of draft documents.

In March 2009, the GAVI Alliance Board had a successful retreat in Rotterdam focusing on priorities, strategies and resources. Building on the guidance provided, the possibility of another retreat prior to the June 2010 Board meeting to focus on a draft document outlining the mission, strategic goals and objectives, principles and definition of key terms and roles and responsibilities for the period 2011-2015 should be considered.

Budget : It should be noted that \$250,000 has already been budgeted and approved by the Board in the 2010 Secretariat work plan. Depending on the level of consultation required, this may need to increase to at least \$500,000.

Next steps and timelines

An internal Secretariat task team will be appointed and a more detailed development plan and time line drafted, drawing on guidance from the Executive Committee.

November Board 2009 – Endorsement of a detailed plan and timeline, resources needed (both human and financial) to support this process, including consultation process and how to ensure full engagement of key Alliance partners/stakeholders and relevant committees.

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June Board 2010 - Approval of mission, strategic goals and objectives, principles, roles and responsibilities of key Alliance partners.

November Board 2010- Approval of a business plan with clear deliverables, key performance indicators, accountabilities and an indicative budget.

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GAVI objectives and principles

GAVI's objectives for 2007-2010 are as follows:

1. Contribute to strengthening the capacity of the health system to deliver immunisation and other health services in a sustainable manner
2. Accelerate the uptake and use of underused and new vaccines and associated technologies and improve vaccine supply security
3. Increase the predictability and sustainability of long-term financing for national immunisation programmes
4. Increase and assess the added value of GAVI as a public private global health partnership through improved efficiency, increased advocacy and continued innovation

Principles of the GAVI Alliance

The following principles which guide the GAVI Alliance activities were approved by the GAVI Board on 19 July 2005 (except for the last two which were added in 2006 in the context of the 2007-2010 strategy). The principles state that GAVI Alliance activities and/or financial support should:

1. Contribute to achieving the Millennium Development Goals (MDGs), focusing on **performance, outcomes and results**
2. Promote **equity** in access to immunisation services within and among countries
3. Support **nationally-defined priorities**, budget processes and decision-making
4. Be supportive of country participation through **absence of earmarking** of funds
5. Focus on **underused and new vaccines** – as opposed to upstream research and development activities
6. Contribute to the development of **innovative models** and approaches that can be introduced and applied more broadly
7. Be **coherent with GAVI Alliance partners'** individual institutional obligations and mandates
8. Be **catalytic and time-limited** (though not necessarily short-term) and **not replace existing** sources of funding
9. Support activities that over time become **financially sustainable**, or do not need to be sustained in order to have accomplished their catalytic purpose
10. through market impact and innovative business models render **vaccines and related technologies more affordable** for the poorest countries
11. be based on **accountability, transparency, efficiency and effectiveness**
12. be consistent with the principles of **harmonisation** as agreed by OECD/DAC Paris High Level Forum

ANNEX 2

GAVI Alliance Executive Committee Charter

Approved by the GAVI Alliance and Fund Boards, 24 July 2008

1. Committee Charter

The Board shall appoint an Executive Committee and delegate to it such powers, duties and functions as the Board decides in accordance with Article 16 of the Statutes in order to make time-sensitive decisions that allow the GAVI Alliance to function between Board meetings, subject to powers reserved specifically to the Board as stated in Article 13 of the Statutes.

2. Executive Committee members

Executive Committee Members shall have the ability to give the required time commitment to perform their functions as Executive Committee Members.

The membership of the Executive Committee as a whole should reflect as much as possible a combination of the following skills and functions:

- the ability to ensure the continued contribution and motivation of the partners of the GAVI Alliance who are instrumental to the successful implementation of its programmes;
- clear understanding of the aims and objectives of the donors in providing funding to the GAVI Alliance;
- experience of the issues involved in and significant contributions to the research, product pipeline development, production and dissemination of vaccines;
- clear understanding of health and immunisation policies and implementation of health system strengthening programmes, particularly in a developing country context;
- understanding of international development policies
- understanding and experience of budget management and accounting and audit of charitable organisations;
- experience of financial, insurance, investment and risk management;
- experience of governance and performance management of comparable organisations; and
- experience of, and willingness to offer active support for, fund raising and profile development of GAVI.

3. Executive Committee terms

Executive Committee members shall normally sit on the Executive Committee for three years and may be reappointed for a single term, provided that an Eligible Organisation (or group of Eligible Organisations) or Eligible Constituency shall be entitled, in accordance with Article 10 of the Statutes, to have the same person(s) serve as its Executive Committee member(s) for such additional time as it shall desire and shall be entitled to replace its member(s) as it shall desire. In any case, Executive Committee members shall serve their functions as long as no successor has been designated. If the term of the Board Members should expire before their term as Executive Committee members, their term as Executive Committee members shall end with their term as Board Members.

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Executive Committee members are subject to the provisions regarding resignation and removal in Article 2.3.3. of the By-laws.

4. Functions of the Executive Committee

The following list of functions is not exhaustive, and the Committee may, in addition, perform such other functions as may be necessary or appropriate for the performance of its duties, subject to the limitations of Article 13 of the GAVI Alliance Statutes.

- Make recommendations to the Board on GAVI's long-term year strategy, and any updates to this strategy.
- Make recommendations to the Board on major new funding or program initiatives.
- Based on approved priorities, guide and oversee the process of strategic planning and the development of the GAVI annual work plan and budget and make recommendations to the Board on the adoption thereof.
- Approve country programme grants based on recommendations of the Independent Review Committee.
- Conduct systematic reviews of GAVI Alliance strategies and report to the Board on any major issues arising.
- Oversee performance of GAVI programmes and work plans and report to the Board on the performance.
- Performance manage the CEO and report to the Board.
- Recommend financial audit and control procedures to the Board for Board approval.
- Address risk management aspects of functions under its purview and make recommendations to the Board it considers appropriate.
- Coordinate the work of the other Board committees.
- Approve terms of reference of advisory bodies as developed by management.
- Be responsible for any other functions delegated to it by the full Board.
- Conduct an annual self-evaluation of the performance of the Executive Committee in carrying out its functions as the Executive Committee, including its effectiveness and compliance with this charter and report its findings to the Board.

5. Operations of the Executive Committee

The Executive Committee shall meet as often as is required by the GAVI Alliance. Executive Committee members are expected to participate fully in all meetings of the Executive Committee.

The Chair of the Executive Committee can convene a meeting of the Executive Committee at any time, at his/her own discretion, or upon the written request of an Executive Committee member. Each Executive Committee member shall be given no less than 14 days' advance written notice of any such meeting.

A meeting of the Executive Committee shall be convened by written or electronic notification from the Chair of the Executive Committee, or by the CEO at the direction of the Chair of the Executive Committee.

The CEO, in collaboration with the Chair of the Executive Committee, shall prepare the agenda of the Executive Committee's meetings. Executive Committee agendas shall be circulated to all Board Members in advance so that if any non-EC Board Member or his or her Alternate Board Member

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has specific issues to raise, they can be submitted in writing to the Chair. The Chair may invite that Board Member or Alternate Board Member to attend and participate in the meeting to speak on that specific topic.

The Executive Committee will make decisions in accordance with Article 16 of the Statutes.