

FOR DECISION

The current GAVI Alliance Strategy, approved by the GAVI Boards in 2006, covers the timeframe 2007-2010. As this time period is coming to an end, a GAVI Alliance Strategy 2011-2015 should be developed over the next twelve months for implementation commencing 2011. As a result of the governance changes, GAVI is for the first time in the position to develop a single consolidated and integrated strategy.

Under the GAVI By-Laws (7.1) one of the Secretariat's main functions is to "*Prepare the strategic plan and related work plans and budgets that demonstrate the value for money and efficiency of the GAVI Alliance*". In line with this responsibility, this paper outlines a process for the development of the GAVI Alliance Strategy 2011-2015 to be brought to the Board for decision.

The Secretariat is proposing the following for **endorsement**:

- A two-step approach for strategy development:
 - An initial phase which will entail reviewing and revising GAVI's strategic goals and the twelve current operating principles as appropriate
 - A second phase which will entail the creation of a detailed business plan and associated budget to implement the new strategy
- The Executive Committee will have oversight of the strategy development process
- The strategy development activities will be:
 - managed by small cross-functional team from within the GAVI Secretariat, chaired by the Deputy CEO
 - advised by an independent time-limited task team
- The timeline and process as set out in the paper, including a Board retreat in April 2010

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 (2007-2010), subject to annual review by the Alliance Board. The Strategy, which built upon GAVI's mission statement, has four strategic goals and provides a roadmap for Alliance's work over the four year period. A set of guiding principles were also adopted, in the context of this strategy, at the same time (See annex 1). This strategy was set to provide direction to activities until the end of 2010. As such, work should commence in late 2009 on the development of a new strategy to guide the GAVI Alliance over the next five years, followed by the creation of a business plan and an associated budget to implement the new strategy.

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Experience over the lifetime of GAVI's current strategy has led to evolution and change to some aspects of GAVI's operational model as well as the development and revision of several fundamental policies (co-financing, eligibility, the Vaccine Investment Strategy (VIS)), and the design and set-up of platforms for Accelerated Vaccine Introduction (AVI) and health system strengthening (HSS). 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.

Under the previous structures, GAVI's work planning process and budgets were fully integrated in that so-called workplan and administrative budgets have not been directly tied to country programme budgets or projections. As such, the consolidation means that GAVI, for the first time, is in the position to develop a single and integrated strategy and budget, which includes projections for vaccines and country programme costs.

Given these evolution and changes since 2007 including the recent significant changes in the global economy, it is timely and essential that the GAVI Alliance review its strategic goals, principles and the application of its business model and develop a new strategic framework and business plan to be implemented beginning in 2011. While this strategy should be ambitious, it must also recognize and consider the global financial crisis and, reflect upon the uncertainty of the current economic climate.

Scope and Oversight for the New Strategy Development

During October 2009, the Secretariat sought the views of the Executive Committee of the Board on the oversight and scope of the strategy development work. The Executive Committee agreed that it was essential that the Board have ownership of the strategy and could, therefore, provide frequent and timely guidance throughout the process. They thus agreed to take an oversight role on behalf of the Board, as is consistent with their charter.

Regarding the scope of the strategy development activities, the Secretariat asked the Executive Committee whether they considered that the process should involve a fundamental review of GAVI's current mission, strategic goals and operating principles or whether a light touch review drawing upon lessons learnt over the last four years was more appropriate. The Committee expressed continued support for the mission statement, as currently phrased. With regard to strategic goals, while most felt they were still appropriate, others suggested a need for objective work more focused and prioritized. There was agreement on the need to review and revise the principles. Drawing on this guidance, the efforts will focus on a review of the strategic goals and a revision of the principles which will form the basis of the strategy revision. Once completed, these revisions will lead to the development of a single business plan and budget for presentation to the Board in November 2010.

Proposed Approach

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Define the process for strategy development

This document lays out a proposed process for the strategy development including the approach, budget, timelines, and the roles and responsibilities. The Board is asked to endorse this process to enable commencement of work.

Review of evidence base

A substantial evidence base will inform the strategy review including progress on the health Millennium Development Goals and GAVI's current and possible future contributions; the current and future vaccines landscapes; and long range forecasting, 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 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. Although the GAVI phase II review may not be finalized by June, key priority areas will be sufficiently developed to inform strategy development.

The strategy development activities will draw upon other analytical and policy revision/development activities that will be undertaken during 2010 by the Secretariat and Alliance partners. These activities include the review and revision of GAVI's co-financing policies, further exploration of Graduation Policies, and an assessment of the relative roles of market drivers including supply, demand, and procurement (intended to inform GAVI's future market shaping activities).

Finally, the Secretariat will draw upon relevant analytical activities conducted by others to the extent that this is possible; for example the work commissioned by WHO and the Bill & Melinda Gates Foundation (BMGF) to assess 'Constraints to New Vaccine Adoption in Lower Middle Income Countries'.

Consultations

Following discussions with the Executive Committee in October, the GAVI Secretariat has begun planning initial consultations with key stakeholders. These will start in November 2009 at the Partners Meeting. These will be supplemented with one-on-one or focus group discussions involving individual Board continuencies and Board committees (especially the Programme and Policy and Audit and Finance Committees). In general, the consultations are planned such that they "piggy back" on existing meetings and planned activities. An initial calendar of consultation is in the process of being mapped out. This work in progress is given in Annex 2.

The Secretariat will also facilitate consultations with thought leaders, experts, and relevant global health agencies and think tanks not represented on the GAVI Board.

In order to ensure maximal participation, the consultation process will employ a range of tools such as online surveys, e-forums, and Wiki. Consultations could also involve independent peer review of draft documents.

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Finally, given the success of the March 2009 GAVI Alliance Board Retreat in Rotterdam, the secretariat recommends to conduct another retreat in April 2010 prior to the June 2010 Board Meeting to engage the Board as a group in in-depth discussions on what will be a nascent strategy document.

Budget

Depending on the ability to "piggy back" consultations onto existing planned meetings, the strategy development process could cost up to \$300,000. However, funds have been re-allocated within the 2010 Board approved GAVI Secretariat budget to accommodate this.

It is important to note that the current WHO and UNICEF Work Plan only runs through to the end of 2010. Many of the activities that WHO and UNICEF undertake require adequate lead time for any type of transition. In order to launch a new set of Work Plan activities that will be associated with the new strategic plan, the Board may need to consider a six month extension through June 2011 to allow for appropriate transition by WHO, UNICEF and the GAVI Secretariat to the new strategy. GAVI's financial projections already include an estimation of the costs of Work Plan activities through 2015 which are based on the current Work Plan. Therefore, the proposed 6-month extension would not add to GAVI's current financial estimates. However it may result in a short delay in the start of some areas of the new plan.

Deliverables and timelines

June 2010

- A draft strategy document outlining the mission, strategic goals, principles and definition of key terms and roles and responsibilities for the period 2011-2015.

November 2010

- A comprehensive business plan with clear deliverables, key performance indicators, accountabilities and indicative budget.

Roles and responsibilities

As mentioned above, while the GAVI Alliance Board must clearly take ownership of the strategy the Executive Committee of the Board will take an oversight role in the strategy development given the need for frequent guidance and input. However, the Board is expected to provide pivotal input during the process at the proposed Board Retreat in April 2010 and will be expected to review and endorse the strategic goals and principles in June 2010 and business plan in November 2010.

Per the GAVI By-laws (7.1), the Secretariat will *"Prepare the strategic plan and related work plans and budgets that demonstrate the value for money and efficiency of the GAVI Alliance"* and thus lead the development of the strategy development.

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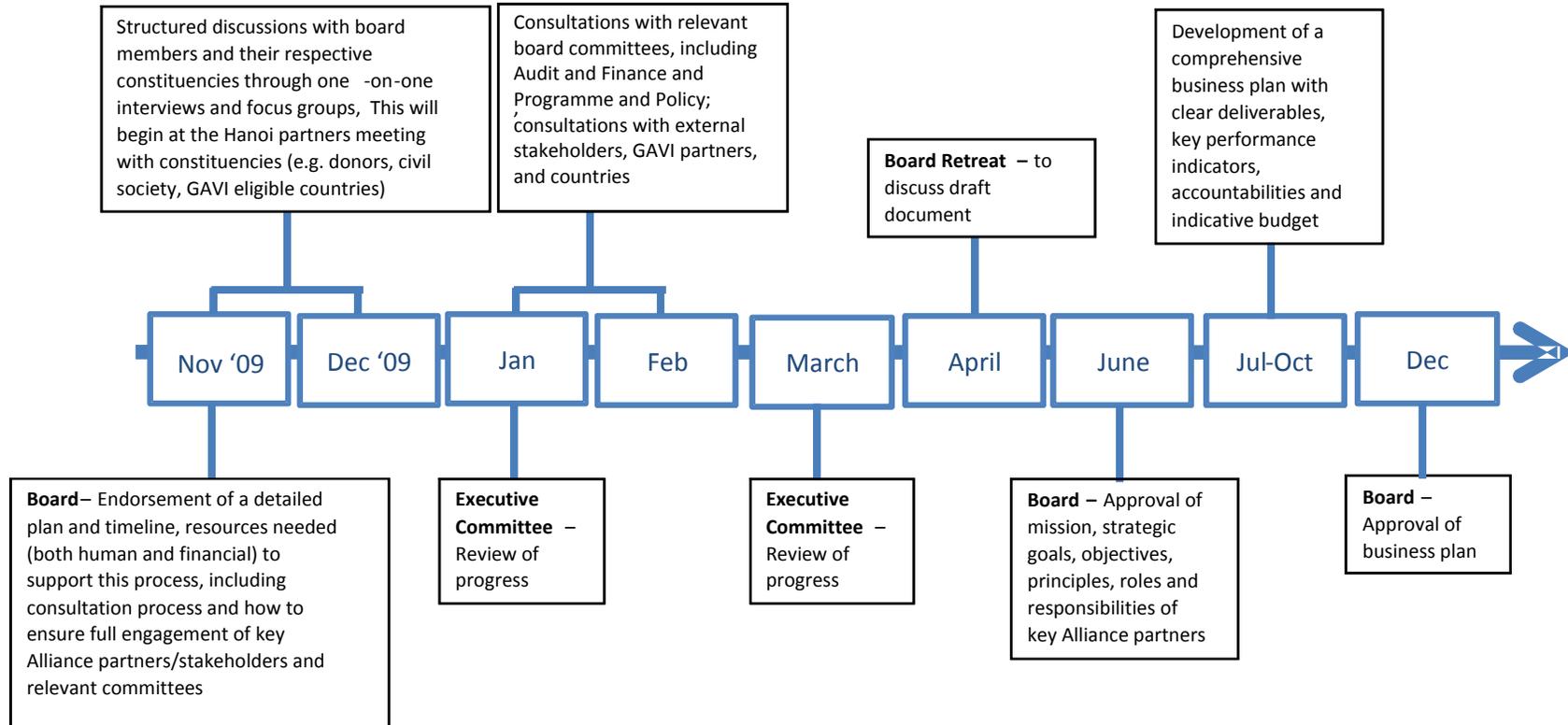
An internal Secretariat task team, reporting to the deputy CEO has been convened and will provide regular updates to the Executive Committee.

The Secretariat will also appoint a time-limited task team, comprised of 6-8 individuals with knowledge of global health, international development, public-private alliances, and strategy development that will help both to bring innovation and fresh perspective to the process and to help ensure that the goals and associated principles are achievable and measurable (see Annex 3). It is proposed that the group will include some individuals selected for their particular capabilities in global health and international development, as well as proven leadership and experience in strategic development and plan writing to help bring a fresh perspective. Finally, as needed, the Secretariat may seek the assistance of external consultants.

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Next steps and timelines

The following flowchart delineates the proposed strategy development process. However, this does not include the consultation workshops which will inform the work (see Annex 2 for further details on these).



ANNEX 1**GAVI's Mission, Goals and Principles****GAVI's mission**

"Saving people's lives and protecting peoples health by increasing access to immunization in poor countries."

GAVI's goals for 2007-2010

- (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

Operating 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 3**Preliminary Consultation Plans**

The Secretariat is planning to consult with relevant constituencies and experts at three broad types of event

- (1) All-constituency type events: These events would be used to elicit feedback on, and communicate major milestones. For example, certain events might be used to present the plan of action/process, the interim findings and final findings.
- (2) Constituency-specific events: These would involve focus groups designed to garner the collective perspectives of particular constituencies.
- (3) Issue-specific events. These are intended for a deep-dive into specific issues – but would not delve into the ‘how questions’.

Secretariat will need to consider the sequencing of the events and whether the events will provide outreach to the constituencies at the right times in the process. Furthermore, for all of the proposed events, it will be crucial to identify the facilitators, and the advance reading materials as well as any post-event reports (e.g. minutes, summary recommendations etc).

These events would delve into the main strategic issue facing GAVI: e.g.

- Scope of GAVI: in terms of vaccines (new, routine only versus including older and/or campaign-based vaccines), countries (poorest only versus assisting more LMICs), timing (specific end date for support, time-limited for certain vaccines, time-limited for certain countries);
- Core functions: Acceleration of demand, Increasing coverage, Financial sustainability, Market shaping; Other?
- The role of GAVI: Funding the Alliance versus setting the agenda for the Alliance; the role of industry (partner vs. contractor); the role of multilaterals (partner versus preferred provider); etc

So, taking each of the types of event in turn:

(1) All Constituency Events

- a) **Partners Forum, Nov 2009** – High level questionnaire embedded in ‘MyGAVI’ used to get input on a very broad set of questions pertaining to GAVI’s strategic direction. Questionnaire could have a ‘looking back’ and ‘looking forward’ components to ensure we get input on GAVI’s performance to date as well as its future direction.
- b) **Global Immunisation Meeting (GIM), Jan/Feb 2010** – Multipronged approach to collect constituency views, discuss issues and raise awareness about strategy development process and future opportunities for input (e.g. at constituency-specific events). Several tools/approaches would be used at this event; e.g.
 - **Web-based survey** – Questionnaire sent to all GIM participants to garner views on a broad set of strategic questions; essentially to map out the areas of convergence and divergence

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- **Podium presentation** – A high level presentation delineating the main questions that GAVI needs to resolve in the new strategy development; sensitizing the audience to the issues ahead of the workshop
- **Consultation workshop** – To discuss the findings from the survey, and to explain the process for the strategy revision, highlighting the key areas for debate, the focal points for each constituency/organization – and to get the audience thinking about how and when they will contribute

(2) Constituency Specific Events

- a) **Resource mobilisation event, Feb/Mar 2010:** Donor consultation workshop as a side event to elicit the views of this group on possible strategic directions, resource implications and projected disease impact
- b) **Developing country consultations:**
 - Task Force on Immunisation (14 – 17 Dec 09)
 - EPI Managers meetings (Jan – May 2010)
 - Joint HSS meetings (Q4 2009; Q1 2010)
 - WHO/UNICEF regional working group meetings (TBD)
- c) **WHO and UNICEF consultation:** To consult with WHO and UNICEF global, country and regional staff
 - SAGE meeting (13-15 Apr 2010) to discuss global issues, e.g. the epidemiology of unimmunised children; and/or vaccine-specific issues, e.g. to map out the future pipeline of new vaccines and associated SAGE recommendations
 - NUVI meeting (June 2010) to discuss country- and region-specific issues
- d) **IFPMA and DCVMN consultation:** Potential 1-day workshops for each constituency hosted by the IFPMA and DCVMN Secretariats to give their members to work through some of the issues.
 - Events (TBC)

(3) Issue Specific Events

- a) **Co-financing policy revision kick off meeting (TBD):** This would be workshop largely devoted to the questions of financial sustainability and country decision making
- b) **Healthy Market kick-off meeting (TBD):** This would be a co-hosted technical workshop (GAVI/UNICEF/BMGF?) entirely devoted to the question of market shaping, and possibly support for LMICs

ANNEX 3**Terms of Reference for Task Team
GAVI Alliance Strategy Development**

Policy area: Strategic development

Created by: GAVI Secretariat

Reporting to: GAVI Secretariat

Duration: November 2009 – June 2010

Chair: TBD

Terms of reference approved on: DATE

Description of the Advisory Group

Scope: The task team will advise the GAVI Secretariat

Background/Context: 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”*. The Secretariat is therefore leading the development of the new strategic framework under the oversight of the Executive Committee. In order to facilitate innovation and close consultation with key constituencies, the secretariat will establish a time limited task team to advise on the process.

Deliverables: The task team will serve as a sounding board for the process and will guide the development of an evidence base to support the strategic development process and consultation plan. The group will review draft documents, as requested.

Reporting lines: The task team reports to the Deputy CEO at GAVI.

Membership: 6-8 individuals with proven leadership abilities. A balance will be sought between different agencies, nationalities, genders, areas of expertise and geography. Areas of expertise that should be represented include: knowledge of global health and international development, public private alliances, strategic development and plan writing.

Member time-commitment: meetings and teleconferences

Meetings: The task team will meet between 3 times between November 2009 and June 2010, including one or two face to face meetings. Other meetings may be held via telephone conference.

Budget and administrative arrangements

Estimated budget (meetings, travel): up to \$50,000

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Members receiving financial support for travel to group meetings: TBD

Costs to be covered by: Executive Office 2010 work plan budget

Relationship with the GAVI Strategy, Work Plan and Budget

Relevant strategic goals: This activity will supported under strategic goal 4 – increasing the added value of GAVI as a public private partnership.