The GAVI Alliance Strategy 2011-2015 and Business Plan

The GAVI Alliance Strategy defines the Alliance’s operating principles, strategic goals, objectives and progress indicators based on its mission. The Business Plan describes the actions to be undertaken to achieve the Strategy.

The GAVI mission: “To save children’s lives and protect people’s health by increasing access to immunisation in poor countries”

GAVI’s mission is supported by four strategic goals:

1. **Accelerate vaccines**
   - Accelerate the uptake and use of underused and new vaccines by strengthening country decision-making and introduction.

2. **Strengthen capacity**
   - Contribute to strengthening the capacity of integrated health systems to deliver immunisation.

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

4. **Shape the market**
   - Shape vaccine markets to ensure adequate supply of appropriate, quality vaccines at low and sustainable prices for developing countries.

The 2011–2015 Strategy also includes three cross-cutting areas:

- Monitoring and Evaluation
- Advocacy, Communication and Public Policy
- Policy Development

Related content on the GAVI website

See also www.gavialliance.org/strategy

Goal level indicators www.gavialliance/results/goal-level-indicators
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. As many as 100 new vaccine introductions across GAVI-eligible countries are forecasted 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. GAVI is also taking the first steps to introduce vaccines against cervical cancer (human papillomavirus or HPV) and rubella, which causes birth defects in newborns.

The Alliance will maintain momentum on yellow fever, hepatitis B and Hib vaccines, while also supporting meningitis A and measles (second dose) vaccines. 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.

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).

Through performance-based financing approaches, GAVI will invest in national health strategies and ensure incentives exist to help improve immunisation outcomes and equity in immunisation coverage. The Alliance will continue to raise awareness of the important role civil society organisations (CSOs) play in immunisation and child health, and to encourage CSO engagement in the national planning and implementation processes.

The Financing Goal
Increase the predictability of global financing and improve the sustainability of national financing for immunisation

In order to realise GAVI’s mission, the resource mobilisation priorities entail:

- working to secure timely receipt of funds pledged;
- expanding and extending existing donor commitments, and ensuring further pledges to meet the rapidly accelerating demand for new vaccines;
- maximising the “challenge pledges” - funds pledged conditional on additional funds being raised in the future;
- broadening the public and private donor base and private sector engagement; and
- developing and implementing new innovative finance mechanisms.

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 of quality vaccines 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: fostering development of appropriate and innovative vaccines; and 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 timely, transparent and accurate market information; and
- innovative approaches to making demand more predictable, accelerating vaccine development, increasing levels of production, and improving vaccine portfolio management to ensure efficient and effective vaccine procurement and supply-chain management.

Advocacy, Communication and Public Policy
Scaled-up communication 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; and
- 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-supported countries and reputational risk and crisis communications management.

Monitoring and Evaluation
Monitoring and evaluation (M&E) is essential for improving performance and ensuring the Alliance is using its resources effectively.


GAVI is committed to supporting countries to improve the availability and quality of their immunisation-related data.

Policy Development
GAVI is regularly adapting its policies to ensure that countries are supported in the most effective and efficient way to reach the 2015 targets defined through this Strategy.
The GAVI Alliance Strategy 2011-2015

**Mission**

To save children’s lives and protect people’s health by increasing access to immunisation in poor countries

As a public-private partnership including civil society, the GAVI Alliance plays a catalytic role providing funding to countries and demonstrates “added-value” by:

1. Advocating for immunisation in the context of a broader set of cost-effective public health interventions
2. Contributing to achieving the Millennium Development Goals (MDGs)
3. Supporting national priorities, integrated delivery, budget processes and decision-making
4. Focusing on innovation, efficiency, equity, performance and results
5. Maximising cooperation and accountability among partners through the Secretariat
6. Ensuring gender equity in all areas of engagement

**Cross-cutting Goal-level indicators**

- **Country introductions of underused and new vaccines:** Number of GAVI-supported countries introducing underused and new vaccines
  - **TARGET 2015:**
    - Penta: 69 (62)
    - Rota: 33 (4)
    - Pneumo: 45 (3)

- **Coverage of underused and new vaccines:** Coverage of underused and new vaccines in GAVI-supported countries (% of target population)
  - **TARGET 2015:**
    - Penta3: 76% (38%)  
    - Rota last dose: 31% (1%)  
    - Pneumo3: 40% (1%)

**Goal-level indicators**

- **Mission indicators:**
  - Under-five mortality rate:
  - Number of additional future deaths averted:
  - Number of additional children fully immunised:
  - **TARGET 2015:** 81 per 1000 live births (91)
  - **TARGET 2011-15:** 3.9 million (0.39 million)
  - **TARGET 2011-15:** 243 million (30 million)

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<td>1. Increase evidence-based decision-making by countries</td>
<td>1. Contribute to the resolving of the major constraints to delivering immunisation</td>
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<td>1. Ensure adequate supply to meet demand</td>
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<td>2. Strengthen country introduction to help meet demand</td>
<td>2. Increase equity in access to services</td>
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