
Subject **Gavi 6.0 – The Alliance’s strategy 2026-2030**

Agenda item **05**

Category **For Decision**

Executive Summary

This paper provides an overview and seeks approval of the Alliance’s 2026-2030 strategy (‘Gavi 6.0’), grounded in its vision, mission, strategic goals, objectives, operating principles and enablers. Led by the Board, the Gavi 6.0 design started in March 2023, informed by a country-centric, consultative process. Gavi 6.0 will be an ambitious yet realistic strategy that is based on Gavi’s core mandate, country needs and capacity, fiscal context and the Alliance’s comparative advantage. Responding to key contextual shifts in the world, significant impact can be expected from Gavi 6.0 in line with the Alliance’s vision of ‘leaving no one behind with immunisation’:

- access to the widest, most innovative portfolio of critical life-saving vaccines ever, vaccinating >500 million more children and adolescents, and saving 8-9 million more lives;
- accelerating Gavi’s equity agenda, contributing to the Immunisation Agenda (IA) 2030’s ambition to reduce zero-dose children by 50%, integrated with primary health care (PHC);
- enhancing Gavi’s eligibility, co-financing and transition model, ensuring it protects Gavi’s investments and addresses inequities in access to vaccines in middle income countries (MICs);
- stronger global health security building on the lessons from Gavi’s outbreak response and COVAX. Ensuring that Gavi’s programmes make climate change adaptation¹ and mitigation² part and parcel;
- streamlining the Secretariat operating model and revamping the Alliance model for fragile, conflict, and humanitarian settings to better reach left behind children with life-saving vaccines; and
- starting the next chapter in building new partnerships including with regional organisations such as the African Union Commission and African Centres for Disease Control and with other Global Health Institutions in line with the Lusaka Agenda.

The document also presents the indicative strategic cost estimate for the new strategy.

¹ Climate change adaptation: The process of adjustment to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities.

² Climate change mitigation: Human intervention to reduce emissions or enhance the sinks of greenhouse gases.

Annex B provides the full strategic narrative for the Gavi 6.0 ‘one-pager’ framework, with more background on each of its key elements.

Annex C provides the proposed approach to operationalising the new strategy to be ready for launch in 2026.

Action Requested of the Board

The Gavi Alliance Board is **requested** to:

Approve the framework for the Alliance strategy 2026-2030 (‘strategy one-pager’) attached as Annex A to Doc 05.

Next steps/timeline

The approval of the new Gavi 6.0 ‘one-pager’ framework will be followed by the launch of the Investment Opportunity on 20 June 2024 and the operationalisation phase. Gavi 6.0 will start in January 2026.

Previous Board Committee or Board deliberations related to this topic

In 30 May 2024 Audit and Finance Committee folder: Doc 06 *Gavi 6.0 ‘Strategic Cost Estimate’*

In May 2024 Programme and Policy Committee (PPC) folder: Doc 10 *Gavi 6.0: Update on Design and Operationalisation*

In April 2024 Board retreat folder: *Pre Read, Appendix and Meeting Summary*

In December 2023 Board retreat folder: *Pre Read – Part 1 and Part 2, and Summary*

In June 2023 Board meeting book: Doc 05 *Approach for Gavi 6.0 Strategy Design and the Road to Replenishment*

In March 2023 Board retreat folder: *Pre Read and Summary*

Report

1. Gavi 6.0 – Design process

1.1 The Gavi 6.0 strategy sets out the Alliance’s vision, mission, strategic goals, objectives, operating principles and enablers for the 2026-2030 period, as captured in the ‘one pager’ framework (see section 3). Led by the Board, the Gavi 6.0 design started in March 2023, informed by a country-centric, consultative process. The design process has been structured around three phases.

- i. Phase 1 – Review of key contextual trends (March – September 2023):** This phase was launched during the Board retreat in March 2023. The Board discussed the contextual trends critical for the next strategy (see section 2.4).
- ii. Phase 2 – Defining opportunities for impact and indicative level of ambition for Gavi 6.0 (October – December 2023):** At their October 2023 virtual ‘mini-workshop’ Board members discussed Gavi’s ‘raison d’être’, including how to balance its ambition around achieving health impact, equity, sustainability and market shaping objectives, aligned on six opportunities for impact for 6.0 to address the key contextual trends (the ‘what’) and identified enablers to deliver on Gavi 6.0 (the ‘how’). At its December retreat in Accra the Board provided an indicative steer on the level of ambition across these areas, affirming the need for an ambitious yet realistic 6.0 strategy. The Board also emphasised the need to identify cost efficiencies and investigate further trade-offs for discussion in the third phase.
- iii. Phase 3 – Finalising strategic choices and the new ‘one pager’ framework (January – June 2024):** At its April retreat the Board aligned on the vision and key priorities for Gavi 6.0 based on the indicative, costed Board ambition from Accra. Affirming the need for an ambitious yet realistic 6.0 strategy, the Board made trade-offs to the December ambition to right-size it in line with the 6.0 context. It provided guidance on critical programmatic shifts in 6.0 including the evolution of Gavi’s Eligibility, Transition, Co-financing (ELTRACO) and MICs model (see Doc 06a), and the emerging Gavi 6.0 Health Systems Strategy (see Doc 06b), which was subsequently specified by the Programme and Policy Committee (PPC) at its May meeting. Board members also emphasised the importance of further interrogating resource allocation across its funding envelopes. The Board discussed the evolution of the ‘one-pager’ framework at a dedicated call on 6 May.

1.2 The design process has been informed by extensive consultations with stakeholders including implementing countries, Alliance partners and the

broader global health community³. An Alliance design workshop in Lomé, Togo in February 2024 was a significant milestone, bringing together over 120 attendees mainly from country governments and civil society organisations (CSOs) across 29 Gavi implementing and middle-income countries. The recommendations are available in **Error! Reference source not found.**

2. Gavi 6.0 – Overview

- 2.1 **Since its creation in 2000, the Alliance has helped countries to vaccinate more than one billion children, saving more than 17 million lives, and ensuring that no one is left behind with immunisation.** The Alliance owes this achievement to its unique comparative advantage in supporting countries to expand access to vaccines and strengthen their immunisation delivery systems, under one country-driven plan and drawing on the strengths of its partners. The Alliance has pioneered a co-financing and transition model that builds country ownership, and sustainability. It has also developed a powerful market shaping model for vaccines in lower income countries, including pooling vaccine demand for half the world's children, bringing forward new technology, financing and delivery interventions, and making vaccine prices affordable. Through its partnership model, Gavi has been able to help safeguard the lives of countless families and marginalised communities, strengthen and sustain critical health systems, expand global health security, as well as generate continued economic benefits to lower income countries.
- 2.2 **Yet, the world is different than it was five years ago, and challenges deepen.** The global community is off track to reach the Sustainable Development Goals (SDGs). 1.5 million children still die each year from vaccine-preventable diseases. Gavi operates in a global health landscape that was profoundly re-shaped by the COVID-19 pandemic. The Alliance is impacted by various socio-economical, geopolitical, environmental and technological shifts. These include opportunities arising from new vaccines and delivery innovations but also growing inequities, a deteriorating macro-economic outlook, increasing fragility and conflict in Gavi-supported countries, and the impact of climate change.
- 2.3 **Gavi 6.0 will be an ambitious yet realistic strategy that is based on Gavi's core mandate, country needs and capacity, the fiscal context and the Alliance's comparative advantage.** If approved and successfully funded, Gavi 6.0 will be the most impactful strategy the Alliance ever committed to, in line with the **Alliance's vision of 'leaving no one behind with immunisation'**. It will be centered around Gavi's core mandate: driving new, impactful vaccine introductions and their scale up, and reaching more zero-dose children contributing to the ambitious Immunisation Agenda 2030 targets. With five years until 2030, the new strategy will accelerate progress towards the SDGs with a focus on SDG 3.

³ Consultations have included 70 consultations through interviews, focus groups and regional consultations with 50+ countries / 100+ stakeholders, a two-day Alliance workshop in Togo in February with >120 in-country & partner representatives including EPI managers and a web survey with 1,050 respondents.

2.4 **To deliver its impact, the Gavi 6.0 priorities will respond to the contextual trends that have shaped its operating environment over the past years:**

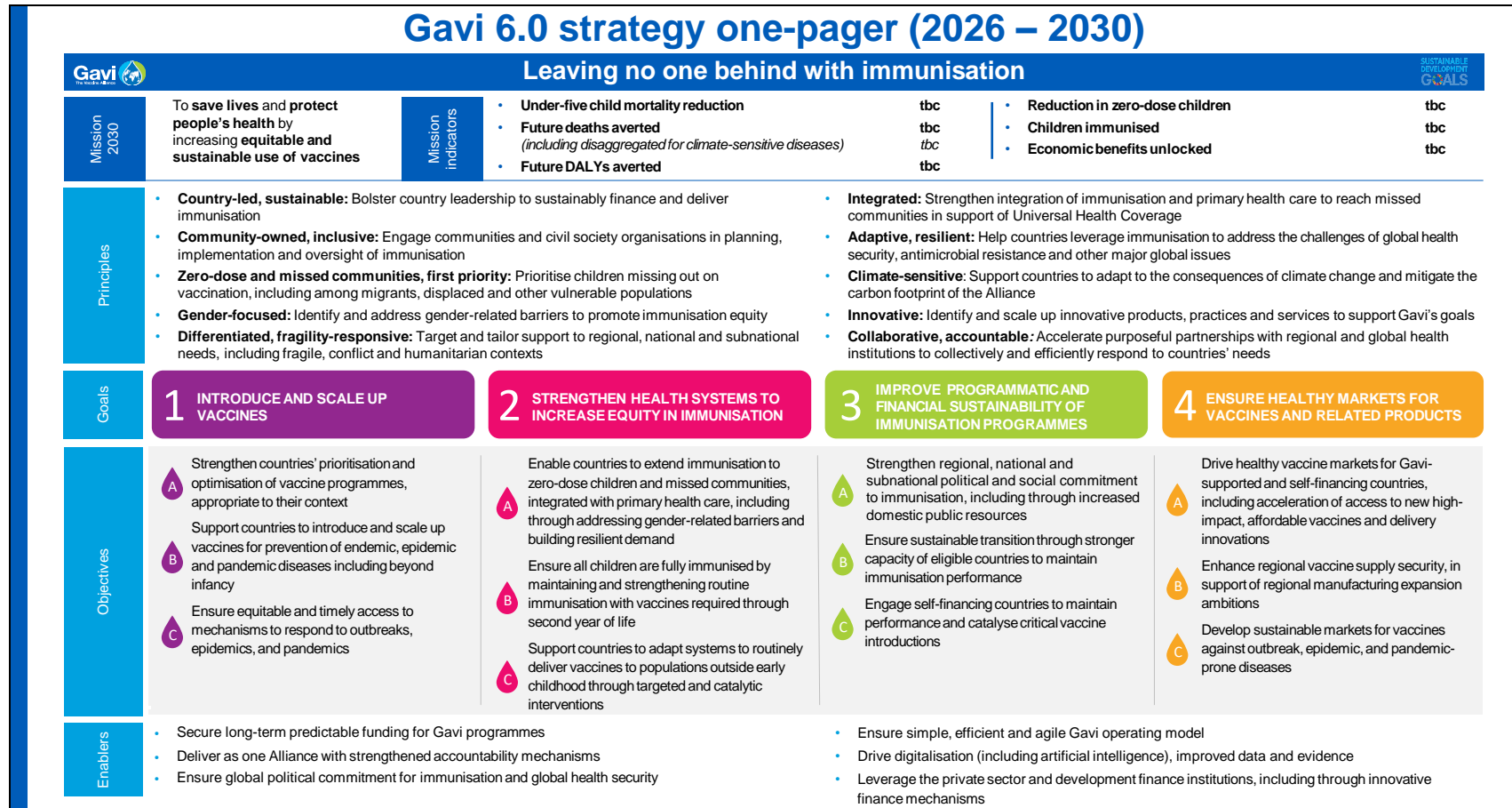
- i. **Delivering on the promise of new vaccines:** Gavi 6.0 will provide access to the widest, most innovative portfolio of critical life-saving vaccines ever. The Alliance will support countries reach >500 million more children and adolescents⁴, saving 8-9 million more lives, including 1.5 million through the HPV vaccine (see Annex B on Strategic Goal 1). The Alliance will enable countries to optimise their existing vaccine portfolios, and to prioritise and target the introduction and scale up of those vaccines that are most appropriate for their local context, capacity and based on evidence (see Annex B on Strategic Goal 1).
- ii. **Addressing growing inequities and the renewed focus on PHC to achieve Universal Health Coverage (UHC):** Gavi 6.0 will see an acceleration of Gavi's equity agenda, contributing to the IA 2030's ambition to reduce zero-dose children by 50%. The Alliance will strive towards reaching and fully vaccinating children with all vaccines needed through the second year of life, and support countries to adapt systems to routinely deliver vaccines to populations outside early childhood. Seeking to build a foundation to extend the benefits of PHC to marginalised communities, the Gavi will support countries establish over 1.4 billion touchpoints between families and health services (see Annex B on Strategic Goal 2 and Doc 06b).
- iii. **Adapting for a deteriorating macro-economic outlook:** Gavi 6.0 will implement an enhanced eligibility, transition and co-financing (ELTRACO) model, ensuring successful transitions remain a cornerstone of the Gavi model in the context of growing macro-economic challenges in Gavi-supported countries. Moreover, to protect Gavi's investments and to address inequities in access to vaccines in lower middle-income countries (MICs), the Alliance will mainstream the current MICs approach into a new 'Catalytic phase' post transition (see Annex B on Strategic Goal 3 and Doc 06a).
- iv. **Strengthening Pandemic Prevention, Preparedness and Response (PPPR):** Through implementing the PPPR approach approved in Gavi 5.1, Gavi 6.0 will strengthen Global Health Security by institutionalising the successes and lessons learned from its experience responding to outbreaks, epidemics and the COVID-19 pandemic. This will ensure readiness of countries, vaccine access and a coalition of partners to respond. It will encompass, for example, the Alliance's mechanisms to respond to outbreaks, epidemics, pandemics, including expanded global vaccine stockpiles and timely access to surge funding through the First

⁴Gavi has historically monitored "unique children immunised" through routine immunisation which is calculated as the number of children immunised with the Gavi-supported vaccine that reaches the largest number of children in a country each year, which typically is an infant vaccine. The target for Gavi 5.0 was over 300 million. Now, Gavi supports a broader range of vaccines for infants, children in their second year of life, and adolescents. To reflect this, a new metric has been defined. It counts the number of children vaccinated in each age group separately, based on the Gavi-supported vaccine that reaches the most children in that group annually, summed across all countries. The target for Gavi 6.0 is over 500 million.

Response Fund for the Day Zero Financing Facility. The availability of vaccines at the onset of outbreaks will be further strengthened via support for more regionally diversified production through the African Vaccine Manufacturing Accelerator (AVMA) (see Annex B on principles).

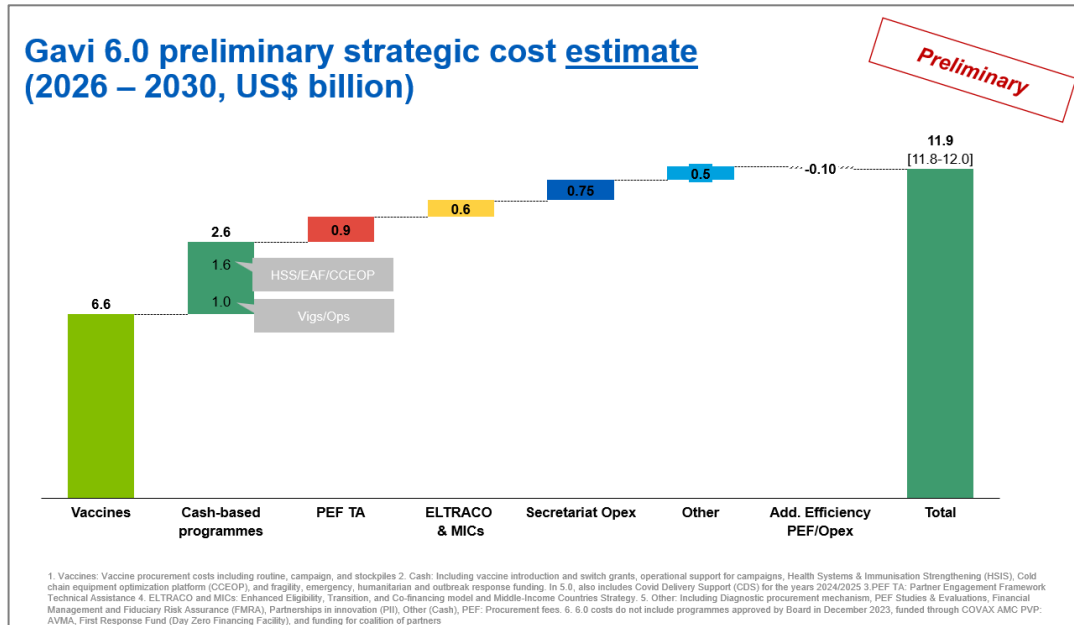
- v. **Responding to the Climate emergency:** The Alliance will mainstream climate change considerations into its investments and engagement, including through more deliberately supporting countries to adapt their immunisation programmes to the impact of climate change and contributing to climate change mitigation (see Annex B on principles and Appendix 2).
- vi. **Scaling innovation in immunisation:** In the next strategic period, Gavi will continue to support new products, practices, and services to enhance immunisation efficiency and effectiveness in alignment with Gavi's mission and country needs. The Alliance's innovation approach will be fully implemented with an emphasis on innovations that support its core goals. Gavi will also accelerate innovative, system-focused financing instruments and enhanced partnerships to better leverage the private sector (see Annex B on principles).
- vii. **Adapting to fragility as a growing challenge in lower middle-income countries:** The Alliance will optimise Gavi's engagement approach for fragile, conflict and humanitarian settings. This will include ensuring optimal support for access to vaccines despite potential political, economic or social barriers in these regions, for example, through a higher risk appetite, greater agility and flexibility of support, and more deliberate engagement with non-governmental actors. A dedicated approach for these settings will be developed as part of Gavi 6.0 operationalisation (see Annex B on principles).
- viii. **Fostering country ownership, regionalisation and global collaboration:** The new strategy will see a refresh of the Alliance partnership model to strengthen country ownership and bolster efficiency. This will include a simpler, streamlined grant management model. The increased role of regional institutions like Africa Centers for Disease Control (CDC) and the African Union Commission offers an opportunity to heighten the emphasis on local and regional collaborations. Moreover, Gavi will continue to accelerate greater, purposeful collaboration with Global Health Institutions in line with the Lusaka Agenda, ensuring complementarity in supporting countries and grounded in countries' leadership in identifying their needs and priorities (see Annex B on principles and enablers).

3. Gavi 6.0 – the ‘one-pager’ framework



Note: Annex E includes a shortened version of the one-pager framework as an alternative for various communication purposes, as well as a version showing the main changes compared to Gavi 5.1.

4. Gavi 6.0 – Preliminary strategic cost estimate



4.1 **The indicative strategic cost estimate for Gavi 6.0 is approximately US\$ 11.9 billion (range US\$ 11.8 – 12.0 billion)⁵, to be further refined in 2024 and 2025 through the operationalisation workstreams and the Gavi forecast pending the outcome of the replenishment. The estimate includes ca. US\$ 6.6 billion for vaccine procurement, ca. US\$ 2.6 billion for cash-based programmes⁶, ca. US\$ 0.9 billion for Partner Engagement Framework (PEF) Technical Assistance, ca. US\$ 0.25-0.45 billion⁷ for the enhanced ELTRACO model and US\$ 0.25 billion for the Catalytic phase (former MICs approach), ca. US\$ 0.75 billion for Secretariat Opex and ca. US\$ 0.5 billion for other costs⁸. The total estimate includes approximately US\$ 1.0 billion of efficiencies across funding envelopes⁹. As per the Board's guidance, the Secretariat will seek to identify approximately US\$ 0.1 billion¹⁰ of additional efficiencies across Secretariat Opex and partner cost during the Gavi 6.0 operationalisation phase. Annex D provides more details. A detailed financial forecast for Gavi 6.0 that incorporates the outcomes of the Gavi 6.0 replenishment will be done in the first half of 2025.**

⁵ This concretises the indicative cost range of US\$ 11.5-12.0 billion for Gavi 6.0 from the April Board retreat, taking into account the guidance from the retreat and further PPC discussion

⁶ Thereof US\$ ~1.6 billion HSS/EAF/CCEOP (in line with Gavi 4.0 levels) and US\$ ~1.0 billion Vaccine Introduction Grants, Operational support for campaigns, and switch grants.

⁷ A mid-point at US\$ 0.35 billion was used in the graph shown in the figure above

⁸ Others include Diagnostic procurement mechanism, PEF Studies & Evaluations, Financial Management and Fiduciary Risk Assurance (FMRA), Partnerships in innovation (PII), PEF Procurement fees

⁹ Thereof 10% savings in cash-based programmes due to funding lever consolidation (US\$ ~300 million), US\$ ~300 million for vaccine procurement, US\$ ~100 million for PEF TA, US\$ ~100 million for Secretariat Opex, US\$ ~240 million in other cost.

¹⁰ Board identified US\$ 0.2 billion of additional efficiencies at its April retreat across vaccine procurement cost, Secretariat Opex and partner cost. Since then US\$ 0.1 billion has been allocated to vaccine procurement.

- 4.2 Should more resources for Gavi 6.0 be available, the Board provided guidance to prioritise additional health system investments into strengthening immunisation touchpoints outside early childhood and higher performing countries, further reductions to country co-financing and increased support for programmatic decoupling from vaccine support through the enhanced ELTRACO model, and additional targeted roles in vaccine-preventable disease diagnostics and surveillance and market incentives for vaccines against high risk outbreak diseases as potential areas of additional focus for Gavi in 6.0.

Annexes

Annex A: Gavi 6.0 – the ‘one-pager’ framework

Annex B: Narrative for Gavi 6.0, the Alliance’s 2026 – 2030 strategy

Annex C: Gavi 6.0 - high level approach to operationalisation

Annex D: Gavi 6.0 ‘Strategic Cost Estimate’ (from May 30th Audit and Finance Committee meeting)

Annex E: Shortened version of the ‘One-pager’ framework and comparison with Gavi 5.1

Additional information available on BoardEffect:

Appendix 1: Recommendations for the Board from Gavi implementing countries (Gavi 6.0 Alliance Workshop in Togo)

Appendix 2: Climate change approach in Gavi 6.0