

Annex A: Implications and Anticipated Impact

Risks and mitigation:

- **Risk of insufficient or slow operationalisation of HS Strategy shifts** by the Alliance, including in-country stakeholders and partners. This is exacerbated by the interdependencies with other important changes being introduced in Gavi 6.0 including implementation of EVOLVE (Doc 10a) and potential redesign of Gavi policies, funding levers and processes. To mitigate, an implementation and socialisation plan will be co-developed with Secretariat teams and Alliance partners as part of operationalisation of the HS strategy.
- **Risk that resources and capacities are inadequate to achieve all results:** There remains considerable risk that countries will not be able to accelerate progress on all Gavi 6.0 goals given the projected reduction in the HSS funding envelope compared to the original Gavi 5.0 budgets and constrained capacities at the country, Alliance, and Secretariat levels. This will be particularly true if funding efficiencies anticipated through funding levers consolidation are not materialised. Without additional investment in vaccination touchpoints beyond infancy, it is also likely that coverage rates will not reach levels of other Gavi-supported vaccines and there is a risk that coverage of HPV vaccine may decline wants countries fully utilise the vaccine introduction grants and campaign operational costs available in the early years following introduction. Countries will need to mobilise domestic resources for these efforts or leverage funding from other donors. The Alliance will seek to mitigate this risk through the proposed approach to differentiate and prioritise objectives across countries, and through enhanced partnership and co-funding with other stakeholders.
- **Risk that some shifts cause unintended reputational or programmatic consequences,** including in instances where Gavi significantly reduces a country's HSS ceiling or seeks to reduce support for recurrent costs (e.g., in transitioning countries), which could result in backsliding of immunisation performance or pressure on other donors to support these costs in the absence of government financing. Gavi intends to roll out shifts in a phased approach and prioritise programme learning which will partially mitigate these risks and ensure new approaches and policies do not credit undue complexity or harm towards countries.
- **Measurement risk and potential for misalignment of expectations with the Board and key stakeholders:** Even with greater investment and focus on measurement, results of Gavi's health systems investments will not always be immediate, nor will they always be demonstrable through available data systems or methods. Mitigation of this risk will require greater transparency and communication from the Alliance on available data and causal pathways from Gavi support to intended outcomes, as well as constructive and open dialogue with the Board on reasonable expectations and outcomes from Gavi's health systems investments.

- **Risks of inaction (that is, of not developing this HS Strategy):** A key risk of inaction is insufficient clarity on objectives and impact of Gavi's health systems investments, as well as how countries should allocate these investments to improve immunisation coverage equitably and sustainably. This also creates a derived risk in terms of mobilising donor support for Gavi's continued investment in health systems. This HS Strategy will clarify objectives, what Gavi will invest in (and what not), how Gavi will work with countries and partners, and how Gavi will strengthen measurement to document results of its investments. This will allow countries and partners to further target health systems investments to the areas of greatest needs for the country to deliver on Gavi 6.0.
- **Impact on countries:** Gavi 6.0 HS Strategy is designed for positive impact on countries such that Gavi investments are further tailored to country contexts, impose lower transaction costs on countries and enable countries to deliver on Gavi 6.0. New funding models, requirements and conditionalities will have implications for how they programme and receive Gavi funding, what it can be used for and the conditions to access it.
- **Impact on Alliance:** The Gavi 6.0 HS Strategy should enable improved coordination and reduced transaction costs across Alliance partners by providing clarity on objectives, streamlining grant management processes and clarifying roles and responsibilities. It will need the Alliance to work together differently across immunisation, PHC and health systems teams with a clear coordinated approach. Current silos across these teams are already starting to change and it will be even more important to deliver on Gavi 6.0.
- **Legal and governance implications:** Gavi 6.0 HS Strategy may include some new requirements and conditionalities that may require revised language in legal communication with countries and partners. Additionally, the strategy will enhance monitoring and reporting processes, which may require revised governance processes such as with the IRC, PPC and the Board.