

SUBJECT: UPDATE ON MTR PLANNING

Agenda item: 10

Category: For Information

Section A: Introduction

- This report provides the Board with an update on the planning of and preparations for the Gavi Mid-Term Review (MTR). It highlights (i) the evolving political context and (ii) the objectives and current planning of the MTR.

Section B: Status on the MTR preparations

1. From 2015 to the new realities of 2018

- 1.1 The 2015 Berlin pledging conference under the aegis of the German G7 proved critical in raising more than US\$ 7.5 billion from donors making Gavi one of the largest recipient of funds in global health. The promised funds have materialised in record time with close to 90% of the grant contracts signed to date including all multi-year pledges. The event also helped build confidence among new donors to join and others to step up. In addition to expanded support from our traditional donors, six governments have since then joined Gavi as new donors, including Switzerland, the Principality of Monaco, Saudi Arabia, Oman, Qatar and China. India signed a new five-year pledge to Gavi at the beginning of the year. Denmark, a long-time Gavi contributor that had decided not to renew its support beyond 2013, has recently announced its intent to re-join.
- 1.2 Gavi's private sector donor base is also broadening. Private sector engagement has accelerated due to the incentive provided by the Gavi Matching Fund¹, and Gavi's latest innovation initiative - (INFUSE)² which takes a novel approach to combining catalytic funding with unique expertise from the private sector. To date, Gavi has been able to diversify sectorally and geographically, breaking new ground in Asia and Africa. Gavi established innovative private sector partnerships with tech pioneers, regional entities and local businesses in Gavi countries. For further information on Gavi's private sector approach, please see Doc 03a.

¹ Supported by Bill and Melinda Gates Foundation and the government of the Netherlands (US\$ 87 million, to be doubled by private sector contributions)

² Innovation For Uptake, Scale and Equity in Immunisation (INFUSE) supported by Canada and UAE (US\$ 21 million)

- 1.3 Gavi's Long-term Funding Strategy continues to focus heavily on further broadening its donor base by developing emerging donors, continuing to expand support in key markets, bolstering private sector engagement, leveraging existing innovative financial instruments (IFFIm, AMC, Debt buy-down) and developing new ones.
- 1.4 Most importantly, these efforts are occurring in a political landscape that has changed dramatically since 2015 with the emergence of powerful nationalistic pressures. Many of Gavi's donor markets, representing two thirds of Gavi support, have undergone elections or will in the near future. This has resulted in changes in leadership in many G7 countries.
- 1.5 Against that backdrop, new, emerging foreign assistance priorities have come to the forefront. Pressing issues such as migration, climate change and the current refugee crisis are demanding attention from global leaders. Focus on stimulating economic growth, education and creating jobs has sharpened especially in the light of the security and stability agenda. All of this, combined with greater public criticism of foreign assistance and increased pressure on overseas development aid budgets, demonstrate a strong need for increased and active advocacy and communications on the importance of maintaining immunisation a top development priority.
- 1.6 Finally, 2018 also stands out as a year with multiple replenishments looming in the health and development sector. Two main challenges are surfacing: (1) an increase in the number of organisations moving to a replenishment-type process as well as the timing and sequencing of these multiple replenishments; and (2) a possible flattening ODA envelope for health. These trends are calling for stronger and more efficient collaboration and financing for effective impact at the country level. Donors are increasingly and more intensively evaluating the impact of their ODA to also align with the priorities of their new political leadership. Also, more than ever, they are looking beyond ODA to increased domestic financing, innovative financing and private sector contributions
- 1.7 In this environment, advocacy efforts are continuing in key markets to build strong support. Gavi is working hard to establish strong relationships with new leadership, ensuring their support. Crucially, Gavi is engaging with new parliaments and securing a solid base of bi-partisan champions for immunisation amongst them.
- 1.8 Within these advocacy efforts, it is important to show how the collaborative work of the Alliance and its partners has an impact beyond immunisation. Immunisation is not only vital to achieving universal health coverage, it can also have a positive influence on other important aspects of the overall development agenda – such as gender equality, education, poverty-reduction, security and climate change. It shows how Gavi's work is not competing with the growing set of priorities within foreign assistance, but rather contributing to them.

2. MTR objectives and planning

- 2.1 It is against the above highlighted context that the MTR is taking place. This is therefore the crucial moment to capture the attention of new leadership and showcase the effectiveness and flexibility of the Gavi innovative model. Hosted by the United Arab Emirates (UAE) in Abu Dhabi on 10-11 December 2018, the Gavi MTR is an important accountability exercise, targeting Gavi donors, to report back on its progress in reaching the commitments in the 2016-2020 Investment Opportunity. This high-level meeting will take place midway through Gavi's five-year strategy period and will gather the leadership of new and existing donors, implementing countries, civil society, private sector and Alliance partners. It will be an occasion not only to celebrate 18 years of Gavi, reflect upon successes as well as the remaining challenges, but to also demonstrate donors' continued support. In addition, the MTR is a critical opportunity to begin shaping the next chapter for Gavi and lay out a vision for the next strategic period, as well as replenishment. In the near future, UAE intends to announce one or two of implementing countries to serve as co-host.
- 2.2 For the first time, the meeting will take place in the Middle East region providing the opportunity for UAE and the countries in the region to showcase their global championship of global health issues. UAE has been a leading supporter of polio and other health interventions. As Gavi's first and largest donor from the region, UAE has contributed a total of US\$ 38 million to date – US\$ 33 million in 2011 to support vaccination programmes in Afghanistan and US\$ 5 million for Gavi's INFUSE initiative in 2017. Gavi shares with UAE a common vision and belief in the power of innovation to overcome barriers and shape a more equitable world, especially for those living in the most fragile settings.
- 2.3 Global innovations, including many that are transforming the development sector, will be highlighted by UAE in the build up to its EXPO2020. In the lead up to this global event, the MTR is an important milestone that offers opportunity for UAE to showcase Gavi's innovative model, instruments (IFFIm, AMC, INFUSE) and successes with a large group of new and existing stakeholders, including those from the private sector. This will support Gavi's efforts to broaden its donor base and to strategically position it leading up to its next replenishment.
- 2.4 MTR meeting invitees will include ministerial-level representatives from both Gavi donor and implementing countries, senior leadership from private sector and civil society stakeholders as well as Alliance partner leadership. 200 high level participants are expected. Historically, the MTR has been critical in attracting and exposing new donors and partners to the work of the Alliance.
- 2.5 Programmatic planning for the two-day MTR event is underway with the UAE as host. As has typically been done, day one would focus more on interactive activities among participants around key themes. The second day could feature plenary sessions with high level attendees. Throughout the programme, there will be opportunities to highlight aspects of Gavi's

model and achievements to date, as well as the perspectives on those from different sectors. The program will also showcase how Gavi collaborates with its other health partners, as well as the role Gavi plays within the larger global health context.

- 2.6 To generate awareness and ensure political engagement and support for the MTR, the Secretariat is working to secure a wide cross-section of champions including donor governments, implementing countries, partner organisations, civil society and private companies. These champions will advocate for Gavi both in the lead up to and during the MTR meeting to show Gavi's impact and its unique position within the global health sector. Through a good representation of champions from different sectors, especially those involved in implementation, each champion comes with valuable and unique perspectives about Gavi's work. Implementing countries will play an important role within the MTR process. Gavi country leaders are essential in providing us with insights on the situation in Gavi countries. Their perspective on Alliance performance and the way forward will feature prominently within the MTR and the lead up to the gathering. At the same time, the support from Gavi country leadership is also crucial for maintaining political support for resource mobilisation for immunisation.
- 2.7 The Secretariat is already engaging in a consultative process aimed at ensuring all of its stakeholders are aware of the roles they can play through the lead up to the meeting. In addition to monthly calls with the Alliance, civil society partners and donors, Gavi will leverage global and regional events to generate support and discussion. These events also provide valuable opportunities to gather input from different stakeholders on the MTR process and the meeting itself. Past events include Davos, World Bank Spring meetings and more recently the World Health Assembly. Where suitable, champions will play a role during these events.
- 2.8 Gavi recently introduced "gotlife.gavi.org", a new multimedia microsite to share stories and highlight the impact of the Alliance's unique business model to the leadership of Gavi donors, policy makers and stakeholders. Drawing on country successes and challenges, Gavi alerted its many stakeholders about the site, which will be updated monthly to showcase stories of innovative solutions to immunisation challenges as well as collaborations with other organisations and those beyond vaccination.
- 2.9 In the coming months, Gavi will ensure the continued consultation of all stakeholders through regular communications, including monthly donor calls and targeted consultations at a variety of external events. This will allow Gavi to highlight the organisation's work and obtain valued stakeholder input leading to the MTR conference in Abu Dhabi.
- 2.10 As we approach the MTR meeting in December, a document will be produced reporting back on Gavi's performance against the investment case commitments and lay the foundation for discussions at the MTR meeting itself. An online platform drawing on independent quantitative and qualitative sources – such as WHO/UNICEF Estimates of National

Immunization Coverage (WUENIC)³, survey and country evaluations – will provide in the fall the opportunity for more interactive and tailored analytics and infographics appropriate for the various audiences. Ultimately, information will help draw a balanced picture of Gavi's successes, challenges and lessons learned to collectively help write the next chapter of Gavi.

3. Key Milestones Leading up to the next replenishment

3.1 The MTR kicks off the next replenishment process. Several key milestones and decisions that will impact the investment case for our next strategic period include:

- a) The next Vaccine Investment Strategy (VIS) is currently in process and looks at portfolios of vaccines that Gavi countries could roll out or expand upon in the next cycle, above and beyond the existing portfolio, if agreed to by the Board. Any decision to add new vaccines to the portfolio will have cost implications and may be considered in the context of strategic directions and objectives for the 2021-2025 Strategy.
- b) The Gavi Strategy 2021-2025 process was initiated by the Board during its March 2018 retreat and will continue over the next 18 months. The MTR provides an important opportunity to obtain input from Gavi donors and stakeholders on their vision for Gavi's mission during the next strategic period. This exercise will be crucial in terms of setting Gavi's strategic goals moving forward and assessing the associated resource needs.
- c) A series of multiple replenishments will take place between the Fall of 2018 and the end of 2020. The timing and the sequencing of these multiple replenishments are important challenges to take into consideration and mitigate.

³ This data typically become available late summer.