

The GAVI Alliance

UNICEF/Thomas L. Kelly



The GAVI Alliance is a public/private Global Health Partnership committed to saving children's lives and protecting people's health through the widespread use of vaccines.

The Global Alliance for Vaccines and Immunization (GAVI) was launched in 2000 to improve access to immunization for children in impoverished countries. Governments in industrialized and developing countries, UNICEF, WHO, the World Bank, the Bill & Melinda Gates Foundation, non-governmental organizations, vaccine manufacturers from industrialized and developing countries, and public health and research institutions work together as partners in the Alliance.

Key to achieving the goals of the Alliance is a dramatic increase in new funding for immunization. Building on the resources already provided by individual partners in the Alliance, GAVI partners created The Vaccine Fund (now the GAVI Fund) to help fill critical gaps in the overall global effort and to maintain a significant source of new and additional financial support from public and private donors. GAVI resources help strengthen health and immunization systems, accelerate access to selected vaccines and new vaccine technologies—especially vaccines that are new or underused, and improve injection safety. These areas will remain a crucial focus as the GAVI Alliance moves into its second phase (2006-2015).

GAVI has been financed by ten governments to date – Canada, Denmark, France, Ireland, Luxembourg, the Netherlands, Norway, Sweden, the United Kingdom, and the United States – as well as the European Union, private contributors, and the Bill & Melinda Gates Foundation. It provides multi-year grants to more than 70 of the world's poorest countries. Grants are made based on a rigorous

application process in which country proposals are reviewed by a panel of independent experts drawn from a wide geographic base.

As of December 2005, GAVI has raised almost US\$ 3.3 billion in traditional funding from government and private sources, including US\$ 1.7 billion actually received. Of this amount, US\$ 1.5 billion has been committed to directly support countries, with US\$ 603 million disbursed (as of December 2005). In addition, commitments by France, Italy, Norway, Spain, Sweden and the UK have been secured through the new International Finance Facility for Immunization (IFFIm). An anticipated IFFIm investment of US\$ 4 billion is expected to prevent 5 million child deaths between 2005-2015 and more than 5 million future adult deaths.

The Achievements of The Alliance

In the first five years of its existence, the Alliance has helped to increase significantly the number of children worldwide who have access to immunization. It is projected that by the end of 2005, the GAVI Alliance support will have ensured that:

- approximately 13 million additional children were protected against diphtheria, tetanus, and pertussis¹;
- approximately 90 million additional children were immunized against hepatitis B¹;
- approximately 14 million additional children were immunized against Haemophilus influenzae type b (Hib)¹;
- approximately 14 million additional children were immunized against yellow fever¹;
- More than 1 billion single-use syringes were distributed to ensure safe vaccinations².

It is projected that more than 1.7 million premature deaths will have been prevented through GAVI support by the end of 2005. Some of those deaths would have occurred in childhood and others (e.g., from hepatitis B) in the most productive adult years.

The Alliance has pioneered a number of truly innovative approaches to international development aid:

A new model for development cooperation

"This is a programme that's delivering. A donor can say to his peers that this money is being well used. Our goal is to have a health care center within five kilometers of every village."

—Pascoal Manuel Mocumbi
Former Prime Minister, Mozambique

Drawing on years of research on international assistance and the strengths of partners, the GAVI Alliance has created an innovative model of aid effectiveness that provides the highest possible return on investment. In its second phase, a key priority for GAVI will be to work with its global health partners towards the goals of 1) the massive increase needed in development assistance for health to meet the MDGs; 2) harmonization of partners' work behind country-driven strategies; and 3) the advancement of new, better and more affordable technologies.

Country-Driven Support

GAVI engages developing countries as active partners in immunization. In order to apply for grants or vaccines, governments collaborate with other in-country governmental and aid agencies (such as UNICEF and WHO) that monitor and deliver the vaccines on the ground.

These partners work together to assess existing programmes, identify specific challenges and opportunities, delineate country needs, and prepare a detailed multi-year plan for improving immunization coverage.

Targeted and Flexible Resources

Scaling up coverage of immunization in the poorest countries requires substantial investments in the health systems that deliver vaccines. The GAVI programme maximizes the overall impact of The GAVI Fund resources by targeting the countries with the greatest need and the districts within those countries that have the most room for improvement.

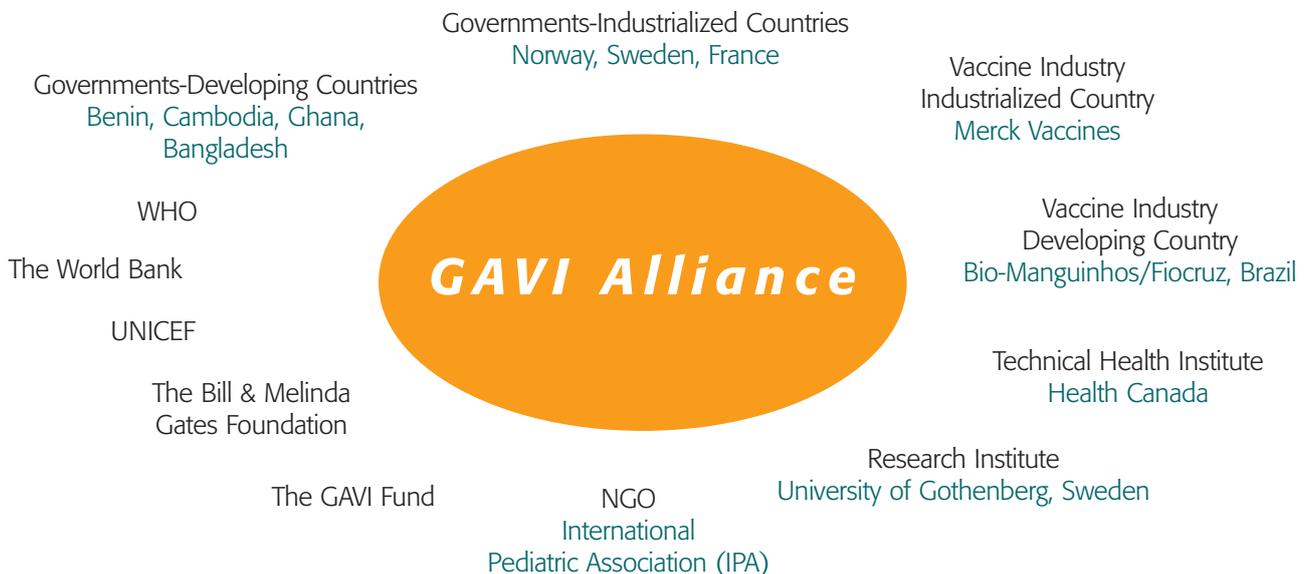
Funds are allocated based on country-defined need, with countries with lower immunization rates and high numbers of unvaccinated children getting more resources. Countries with immunization rates of less than 80% can apply for funding to build their health capacity and improve immunization services. Countries are given flexibility and can decide how best to use this funding to increase immunization rates. After an initial investment phase, future funding is dependent on the countries meeting their goals and showing results.

Other GAVI support is determined by the capacity of the countries. For example, while all GAVI-eligible countries can apply for yellow fever vaccines and injection safety equipment, a country's immunization rate must exceed 50% before it is eligible to receive hepatitis B and Hib vaccines.

Rapid Scale-Up

From the outset, GAVI invited all eligible countries to apply for support from The Vaccine Fund, leading to a rapid, bottom-up response that created interest and demand at the highest political levels. To date, the GAVI Alliance has committed more than US\$ 1.6 billion and disbursed

GAVI Alliance: An Innovative Public-Private Partnership



¹ The rate of diphtheria, tetanus, and pertussis vaccine (DTP3) coverage is used as a proxy indicator of basic immunization and infrastructure capacity because it is the third and final dose in a series.

US\$ 672 million in funding to partners including GAVI-eligible countries.

The focus on effective and easy-to-use technologies accelerated this rapid scale-up. For example, combining the vaccine against hepatitis B with DTP into a single injection allowed the new hepatitis B vaccine to be incorporated immediately into existing systems. Similarly, the use of auto-disable syringes that can only be used once has increased demand for routine immunization by eliminating the risk of HIV infection from dirty needles. By reaching so many children in such a short time, the GAVI Alliance is amplifying its global impact and paving the way for the distribution of future vaccines.

Predictability

GAVI provides predictable resources for immunization that enable developing countries to plan ahead and ensure coordinated use of those resources. It only commits to countries if there is enough money in the Fund to pay out a full five-year commitment or a strong likelihood that the funding is imminent. GAVI has also defined very specific and objective criteria to help countries understand the types of support available.

Advancing new technology

GAVI is also having an impact on the vaccine manufacturing industry. By demonstrating to vaccine manufacturers that a profitable developing-country market exists, GAVI is increasing vaccine supply, reducing vaccine costs, and promoting long-run sustainability while advancing the development of new vaccines. Armed with substantial, predictable resources and the ability to negotiate long-term commitments, GAVI has generated a reliable demand for existing vaccines and has encouraged a number of new manufacturers to enter the market. Through the Accelerated Development and Introduction Plans (ADIPs), GAVI is engaging in strategic research and negotiation with the pharmaceutical and public health sectors to achieve rapid, successful introduction of the pneumococcal and rotavirus vaccines. These vaccines have tremendous potential to contribute to further reductions in child mortality by offering increased protection against pneumonia and diarrhea.

Performance-Based Funding

GAVI partners designed an outcome-based funding system that creates financial incentives for countries to improve vaccination coverage. Countries are awarded three years of investment payments based on their goals for the number of additional children to be immunized. After three years, countries are evaluated on their results, and future funding is contingent on meeting the goals. Countries must reliably report increased coverage after the investment phase in order to receive continued support. By directly tying performance payments to the number of vaccinated children, this system helps guarantee that resources will be used efficiently to maximize results.

Accountability

Most sources of development assistance create substantial reporting expenses, which often fall to the recipient country.



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The Structure of the Alliance

- The high-level GAVI Alliance Board sets the Alliance's strategic vision and direction, provides high-level policy decisions and approves support for country immunization programmes. The GAVI Executive Committee and Working Group oversee the development and implementation of the GAVI work plan. The Alliance is supported by a small secretariat.
- The GAVI Fund has a board of prominent individuals largely devoted to advocacy and resource mobilization, as well as a small Executive Committee and a secretariat.
- In countries, the GAVI Alliance is represented by its partners through Interagency Coordinating Committees (ICCs), which facilitate cooperation between governments and their external partners in strengthening national programmes.



GAVI lowers the administrative and management costs to developing countries by consolidating resources from bilateral donors into large-scale immunization grants instead of myriad small aid projects. The GAVI Fund minimizes this reporting burden even further by monitoring and evaluating health outcomes instead of financial expenditures, so countries submit annual progress reports that track their actual immunization rates.

Because the nature of the performance grants relies so heavily on the accuracy of this information, GAVI has developed a Data Quality Audit to ensure accountability. These audits are performed at random by external consultants, such as PricewaterhouseCoopers and Deloitte & Touche, which independently verify the levels of basic immunization coverage in recipient countries to certify the integrity of the grant allocation while guarding against corruption.

Sustainability

Effective immunization programmes naturally promote sustainability because they yield healthier people and stronger economies that can afford to invest more resources back into healthcare. The GAVI Fund capitalizes on this principle by front-loading the initial investments that are needed to catalyze new efforts and revitalize existing ones, but it is not designed to fund them into perpetuity. After five years of support, countries need to replace the Fund's contribution with new sources of funding, such as the

government's own budget, debt-relief, development loans, or other donor contributions.

GAVI financial guidelines and planning tools help government officials prepare for this transition of financial responsibility. One of the innovative elements of GAVI's planning tool for phase 1 was the detailed Financial Sustainability Plan (FSP) which was submitted midway through the funding period by each national government. The FSP assessed key immunization financing challenges and outlined resource mobilization objectives. For phase 2, national governments will submit a financial analysis as part of their detailed multi-year immunization plans. The financial analysis facilitates long term budgeting and strategic planning. By ensuring the sustainability of immunization programmes, the GAVI Alliance can guarantee an ongoing return on their investment even after their support has ended.

Global Leadership

The GAVI Alliance has harnessed the strengths and experience of multiple partners in immunization. The Alliance focuses on those areas in which no one partner can work effectively alone and on adding value to what partners are already doing. The GAVI Alliance provides a unique opportunity to build consensus around policies, strategies and priorities and assign responsibility to the partner with the most experience and insight in the area.