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The value of institutions (and what we gain from studying them)

The CEPI case

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Five Strategies for Mobilizing of Global Collective Action

Normative Strategies	Shaping norms, or the shared expectations for the behaviour of actors, around a global health issue
Financial Incentive Strategies	Providing actors with financial incentives to collaborate on addressing significant health issues
Informational Strategies	Improving the available information about the magnitude of a particular global health problem and the feasibility of addressing it
Political Pressure Strategies	Imposing reputational costs on actors to affect their credibility influence, prestige, and bargaining power for international forums
Administrative Procedural Strategies	Creating rules and processes that force actors to engage, nudge towards cooperative solutions, and provide a status quo bias to change



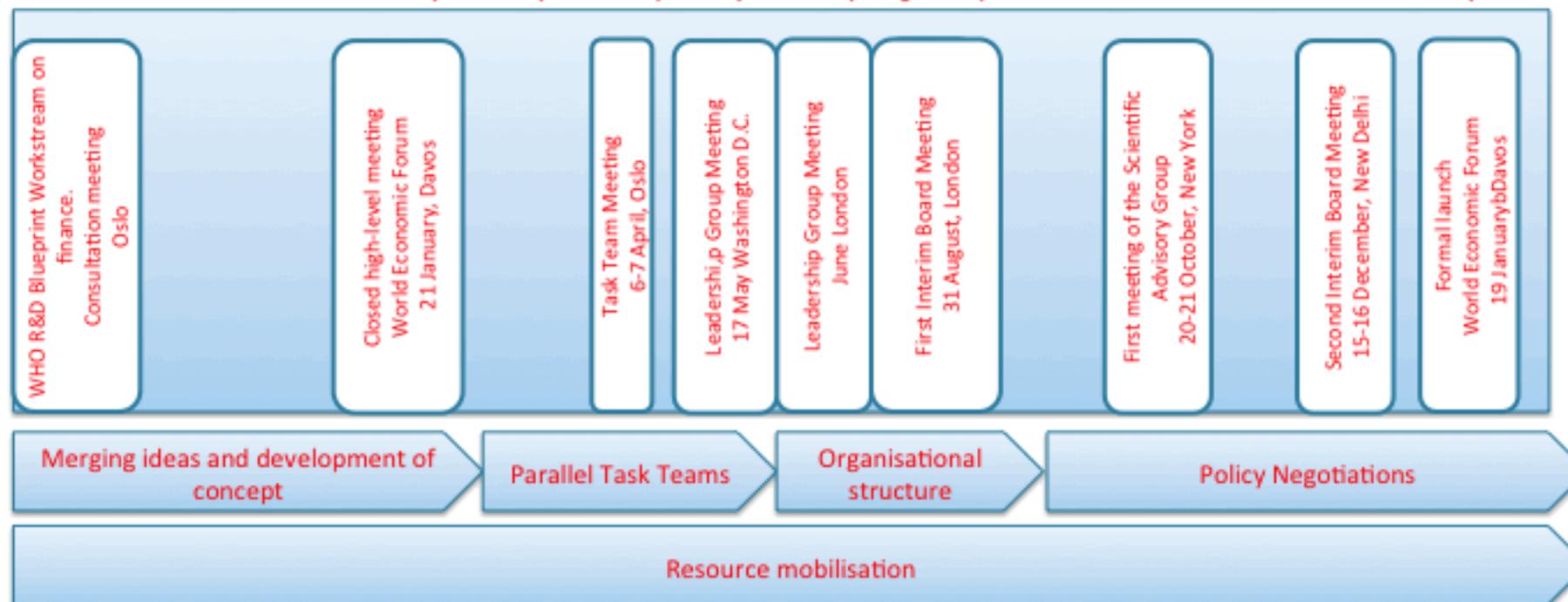
CEPI in the institutional landscape



The Study

Analysing the formation from an institutional perspective.

2015 October November December January February March April May June July August September October November December January 2017



Methods at a glance

- The study covers the period from mid-2015 to formal launch in Davos January 2017.
- Document review.
- 31 key informant interviews 2017-2018.
- Process tracing.
- Thematic analysis.



Findings

Necessary but not sufficient conditions:

- Convening high-level decisionmakers and landing on a concept.
- Mobilizing funding governments.
- Balance broad inclusion and rapid decision making.
- Finding common ground on operating principles.



Reflections on findings pertaining to financial strategies

- Mobilisation of funding governments: Why were Norway, Germany and Japan the first?
- The role of the Gates Foundation and the Wellcome Trust.
- Public goods and pharmaceutical business models: Did the start of CEPI represent a third way?



“Transformational ideas start out as exhilarating, but turn vexing as unforeseen snags reveal themselves. Then they settle into hard work that, with luck, produces moments of hope that will see the change through”

Hal Gregersen, Harvard Business Review, March-April 2018



