

# CEO BOARD UPDATE

DR SETH BERKLEY

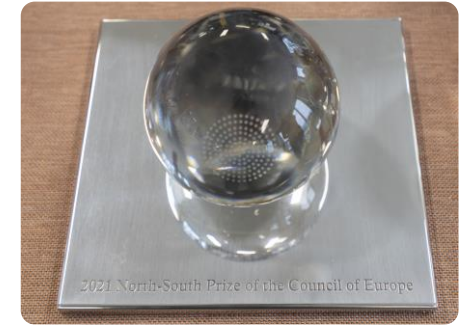
[gavi.org](https://gavi.org)



*In Baluchistan Province, Pakistan, a boat made with plastic barrels carries a team to vaccinate children with typhoid conjugate vaccine (TCV).  
Credit: Gavi/2022/Asad Zaidi*

# Council of Europe's 2021 North-South Prize to COVAX

- Cited COVAX as “a major actor of global solidarity” in COVID-19 pandemic, contributing to protecting public health and building a more equitable world
- Prof José Manuel Barroso, Chair of the Gavi Board, attended award ceremony in October 2022 on behalf of Gavi Secretariat



# Engaging on pandemic preparedness in international fora

## Group of Seven (G7)

*Development Senior Officials' Meeting  
World Health Summit in Berlin (Oct. 2022)*

- **focus on:** COVID-19 vaccine delivery; regional manufacturing (Africa plan of action)
- already engaging with 2023 **Japanese Presidency**; global health working group

## Group of Twenty (G20)

*Multiple engagements with Health and Finance Ministers' events, culminating in G20 Bali Summit (Nov. 2022)*

- **focus on:** innovative health partnerships in driving PPR; restoring routine immunisation
- already working with 2023 **Indian Presidency**



## Opinion: How to make Africa's vaccine manufacturing sustainable

*By Dr. Ahmed Ogwel Ouma, Dr. Seth Berkley // 07 November 2022*



# The Pandemic Fund (formerly FIF): launched at G20; Gavi as implementer



## Overview

- Dedicated pandemic preparedness and response (PPR) financing instrument **hosted by World Bank**, with WB/WHO Secretariat



## Objective/Scope

- **Additional long-term funding** for critical PPR functions
- **Investments and technical support** at global, regional and national levels
- First call for proposals likely to focus on **surveillance, national laboratory capacity and human resources**



## Funding & partners

- **US \$1.6bn** pledged from 25 sovereign donors and philanthropic organisations
- **17 implementing entities** in total – mostly MBDs, UN bodies
- **Gavi, Global Fund and CEPI** received special accreditation as implementing entities

# “New normal” for some; challenges, complexity increase in many ways

## War & conflict; terrorism

### Ukraine

“Surge in poverty-stricken children in Eastern Europe, Central Asia”



### Myanmar

“Myanmar spiraling ‘from bad to worse, to horrific’, Human Rights Council hears”



### Terrorism in parts of Africa

“Terrorism intensifying across Africa, exploiting instability and conflict”



## Climate emergency; food insecurity; increasing outbreaks amid ongoing COVID-19 pandemic

### Climate emergency

“Over 27 million children at risk from devastating record-setting floods”



### Food insecurity

“Humanitarians call for greater support to prevent famine in Horn of Africa”



### Outbreaks

“WHO supports Uganda Ebola response, faces challenges fighting Haiti cholera outbreak”



All headlines and photos on this slide from UN News (<https://news.un.org>)

# For Gavi, “new normal” requires critical flexibility – including through Gavi 5.1

Profound changes in operating environment → updated Gavi 5.0 strategy

Recalibrated Gavi 5.0 priorities + targeted additions = Gavi 5.1

Area	Strategic Pillars	Key Objectives	Change vs. Gavi 5.0 'one-pager'
Overall	Leaving no one behind with immunisation	<ul style="list-style-type: none"> <li>Under-five child mortality reduction -80%</li> <li>Future deaths averted 7-9m</li> <li>Future DALYs averted 300-380m</li> <li>Reduction in zero-dose children (equity indicator) -25%</li> <li>Unique children immunised 300m</li> <li>Economic benefits unlocked US\$80-100bn</li> </ul>	<ul style="list-style-type: none"> <li>Integrated: Strengthen immunisation as a foundation for integrated primary health care to reach underserved communities in support of universal health coverage</li> <li>Adaptive, resilient: Help countries leverage immunisation to address the challenges of climate change, Global Health Security, antimicrobial resistance and other major global issues</li> <li>Innovative: Identify and leverage innovative products, practices and services to reach everyone with immunisation</li> <li>Collaborative, accountable: Collaborate across stakeholders to achieve the SDG and global health security in a transparent, coordinated and accountable manner</li> </ul>
Strategic Pillars	<ul style="list-style-type: none"> <li>Mixed communities, first priority: Prioritize children missing out on vaccination, including among migrants, displaced and other vulnerable populations</li> <li>Gender-focused: Identify and address gender-related barriers to promote immunisation equity</li> <li>Countrified, sustainable: Foster country leadership to sustainably deliver and finance immunisation</li> <li>Community-owned: Ensure community trust and confidence in vaccines by engaging communities in planning, implementation and oversight of immunisation</li> <li>Differentiated: Target and tailor support to national and subnational needs, including fragile contexts</li> </ul>	<ul style="list-style-type: none"> <li>1. Introduce and scale up vaccines: Strengthen countries' prioritization of vaccines appropriate to their context; Support countries to introduce and scale up coverage of vaccines for prevention of endemic, emerging and pandemic diseases; Enhance outbreak and pandemic response by ensuring equitable access to relevant vaccines including through strategic strengthening of surveillance and response capabilities</li> <li>2. Strengthen health systems to increase equity in immunisation: Help countries extend immunisation services to regularly reach under-immunised and zero-dose children to build a stronger primary care platform; Support countries to ensure immunisation services are resilient, well-managed, sustainable, harness innovation and meet the needs of all caregivers; Work with countries and communities to build resilient demand, and to identify and address gender-related barriers to immunisation</li> <li>3. Improve sustainability of immunisation programmes: Strengthen national and subnational political and social commitment to immunisation; Promote domestic public resources for immunisation and primary health care to improve allocative efficiency; Prepare and engage self-financing countries to maintain or increase performance</li> <li>4. Ensure healthy markets for vaccines and related products: Ensure sustainable, healthy market dynamics with diversified supply for vaccines and immunisation-related products at affordable prices; Incentivize innovation for the development of suitable vaccines; Scale up innovative immunisation-related products</li> </ul>	<ul style="list-style-type: none"> <li>Secure long-term predictable funding for Gavi programmes</li> <li>Obtain global political commitment for immunisation, prevention and primary health care</li> <li>Use evidence, evaluations and improved data for policies, programmes and accountability</li> <li>Leverage the private sector, including through innovative financing mechanisms &amp; partnerships</li> </ul>

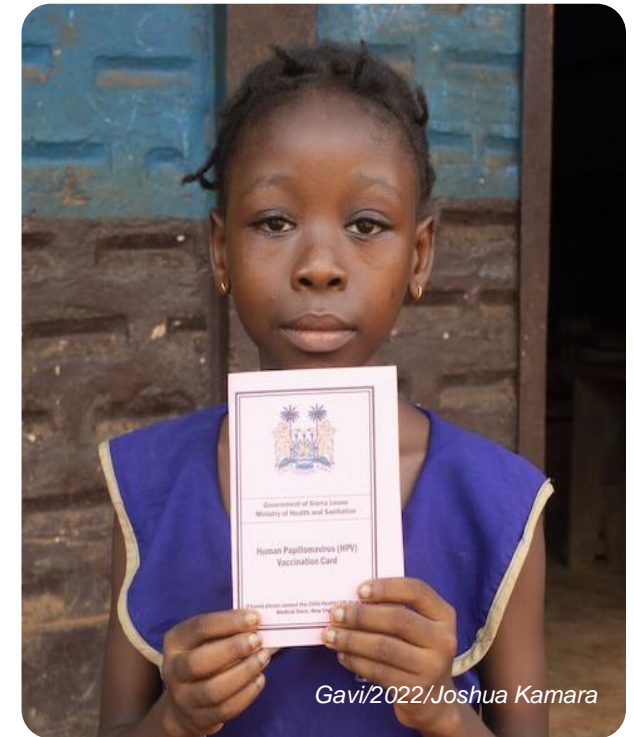
Prevent backsliding; catch up missed children; and accelerate efforts to reach zero-dose children

Relaunch of HPV vaccine programme

Potential normalised, non-emergency COVID-19 vaccination programme for 2024 and 2025

(requesting Board approval despite unknowns)

Evolution of Gavi's role in pandemic preparedness and response (PPR), inc. support to regional manufacturing

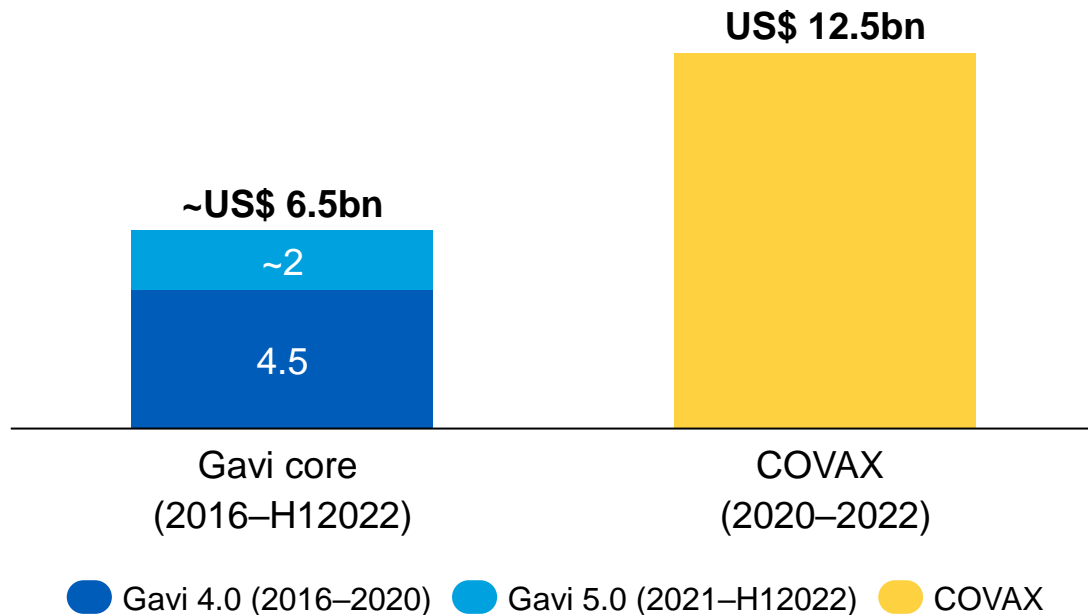


Gavi/2022/Joshua Kamara



# Focus: PPR fundamental to Gavi, and Gavi to PPR

## Vaccine Alliance: significant contributor to PPR



## Gavi's inherent role in PPR

- Preventive vaccination to avert outbreaks
- Global vaccine stockpiles for outbreak response
- Health & immunisation systems investments
- COVAX
- Improving laboratory capabilities to diagnose vaccine-preventable diseases

## Building on COVID-19 learnings

- Leveraging core comparative advantages, surge capacity; retaining capability & expertise
- Examples: regional manufacturing diversification; rapid access to at-risk & contingent funding; working with manufacturers on frameworks to secure early access to doses

# Focus: paused 2018 VIS vaccines coming to PPC in 2023

Paused by Board  
in Dec. 2020:

rabies, hepB birth dose, DTP-containing boosters, RSV



## Next steps for 2023

Present PPC with **options** for Board recommendation, for example:

- unpausing all paused vaccines
- partial assessment and unpausing
- reassessing paused vaccines as part of VIS 2024 process

*Strong **interest** and **advocacy** from external communities on these vaccines*

THE LANCET  
Gastroenterology & Hepatology

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CORRESPONDENCE | ONLINE FIRST

An open letter to Gavi: hepatitis B birth dose vaccine can't wait

CDA Foundation; Coalition for Global Hepatitis Elimination, Hepatitis Australia •  
The Hepatitis Fund; Hepatitis B Foundation, Médecins Sans Frontières Access Campaign •  
PATH, TREAT Asia/amfAR, The Foundation for AIDS Research, Union for International Cancer Control •  
World Hepatitis Alliance ✉

Published: December 05, 2022 • DOI: [https://doi.org/10.1016/S2468-1253\(22\)00422-8](https://doi.org/10.1016/S2468-1253(22)00422-8)



# 2021: mixed performance against Gavi 5.0 targets

## Gavi 5.0 mission indicators

	Baseline	2021
Number of zero-dose children	9.3m (2019)	12.5m
Future deaths averted	N/A (2020)	1.2m
Children immunised with Gavi support <sup>1</sup>	N/A (2020)	65m

- On track
- Significant delays/challenges
- No target defined

### Strategic goal 1 Introduce and scale up vaccines

		2019	2021
Breadth of protection	<span style="color: green;">●</span>	47%	51%
New vaccine introductions	<span style="color: green;">●</span>	N/A (2020)	13
Timely outbreak detection	<span style="color: green;">●</span>	25%	27.6%

### Strategic goal 2 Strengthen health systems

		2019	2021
DTP3 coverage	<span style="color: red;">●</span>	82%	77%
Geographic equity of penta3	<span style="color: red;">●</span>	67%	62%
MCV1 coverage	<span style="color: red;">●</span>	81%	77%

### Strategic goal 3 Improve sustainability

		2020	2021
Co-financing fulfilment	<span style="color: green;">●</span>	100%	100%
Preventing backsliding in Gavi-transitioned countries	<span style="color: grey;">●</span>	-	8 countries

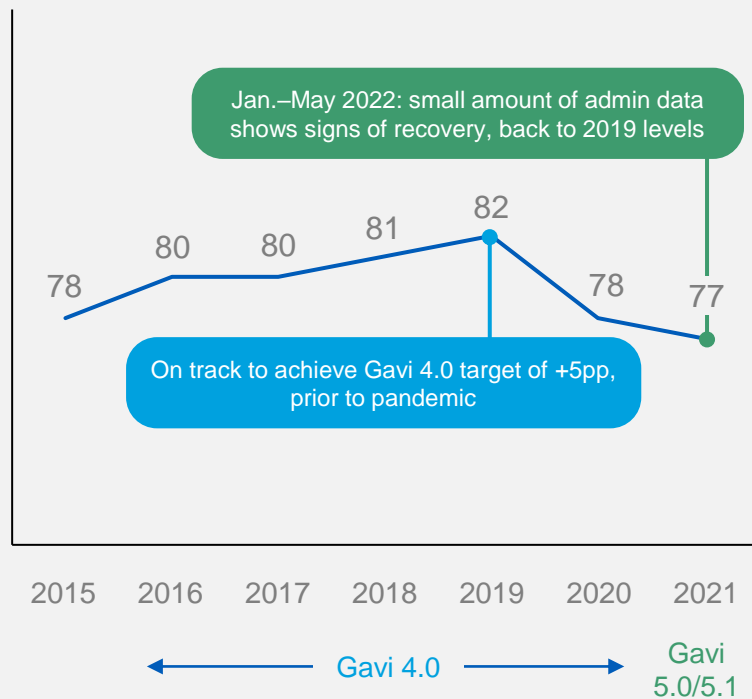
### Strategic goal 4 Ensure healthy markets

		2020	2021
Healthy market dynamics	<span style="color: green;">●</span>	N/A	11
Incentivise innovations	<span style="color: green;">●</span>	N/A	2

Notes: 1. Children immunised covers only routine immunisation, not campaigns; 2. Timely outbreak detection in 2019 is average of 2018–2020; 3. Baseline for preventing backsliding set for 2021 as of July 2022; 4. Where 2020 baseline "N/A", it reset to "0" at start of the strategy period; targets for 2025 represent anticipated cumulative achievement over the duration of the strategy period.

# 2021 WUENIC data confirmed routine immunisation disruption, increase in zero-dose children

DTP (%) for Gavi57 countries



Number of zero-dose children across Gavi57 countries (in millions)



Source: July 2022 WHO/UNICEF Estimates of National Immunization Coverage (WUENIC). Note: number of zero-dose children in 2020 revised down versus previous WUENIC data.

# Trends in DTP3 coverage for 2020 v. 2021

## 19 countries increased

### Examples



Burundi



Chad



Pakistan

## 16 countries stable

### Examples



Cameroon



Uganda



Zimbabwe

## 22 countries reduced

### Examples



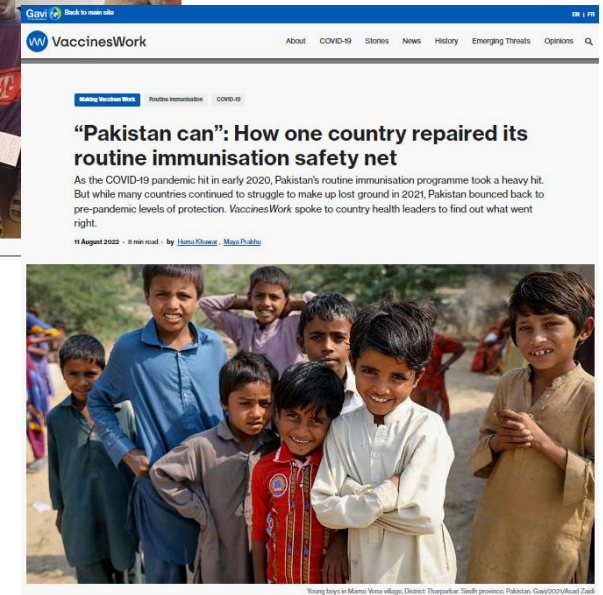
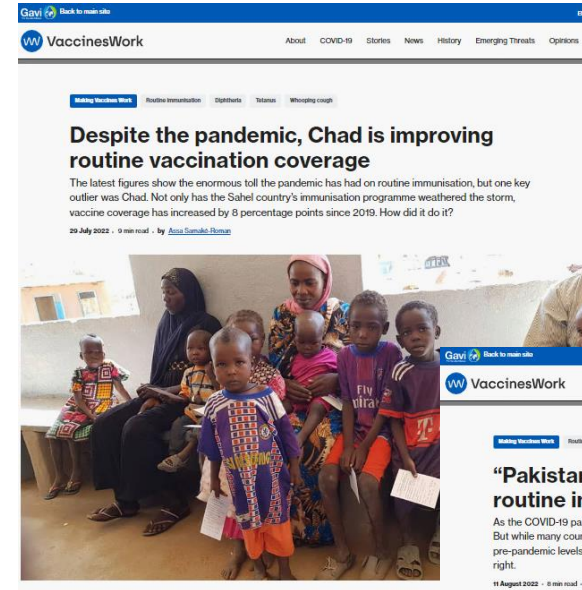
DRC



Mozambique



Sudan



# Despite disruptions, incredible achievements by Gavi57 countries in 2021

1

> 65m

children immunised through routine systems

3

US\$ 161m

contributed in co-financing, a record amount

2

51%

breadth of protection reached across ten vaccines

4

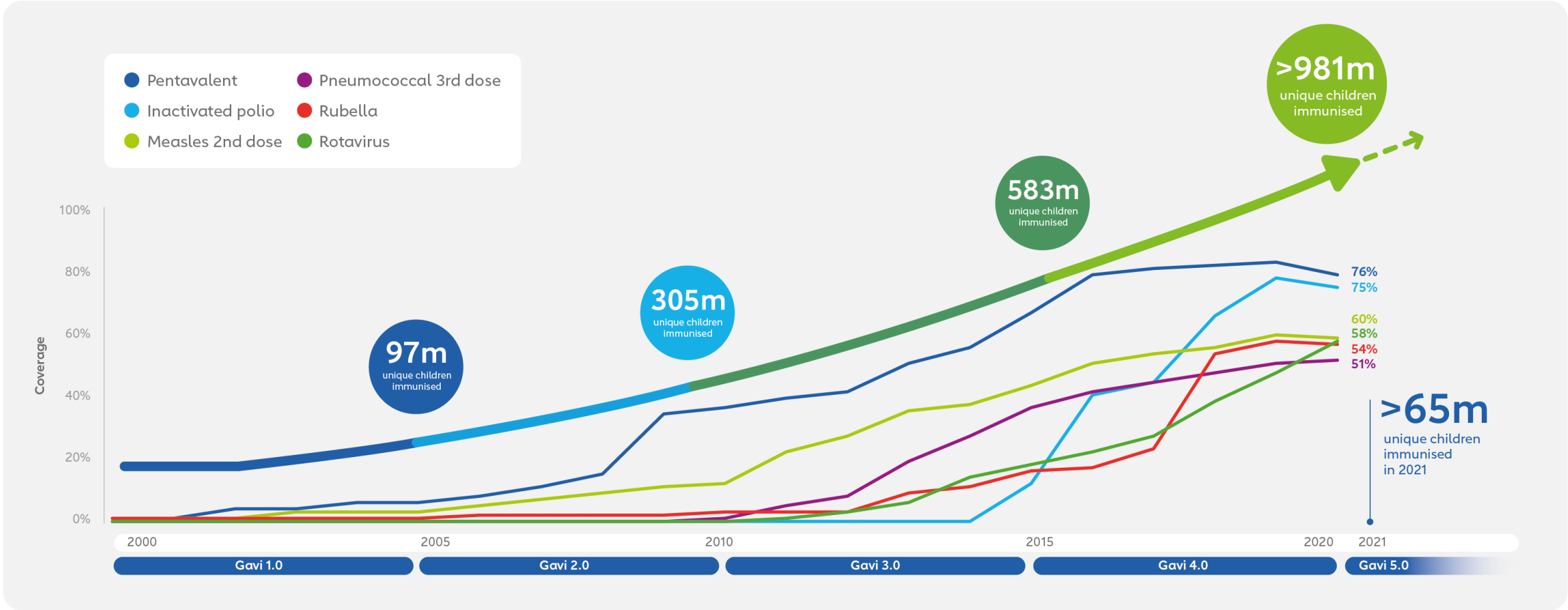
3.5x

more vaccines administered in Gavi countries in 2021 v. 2020

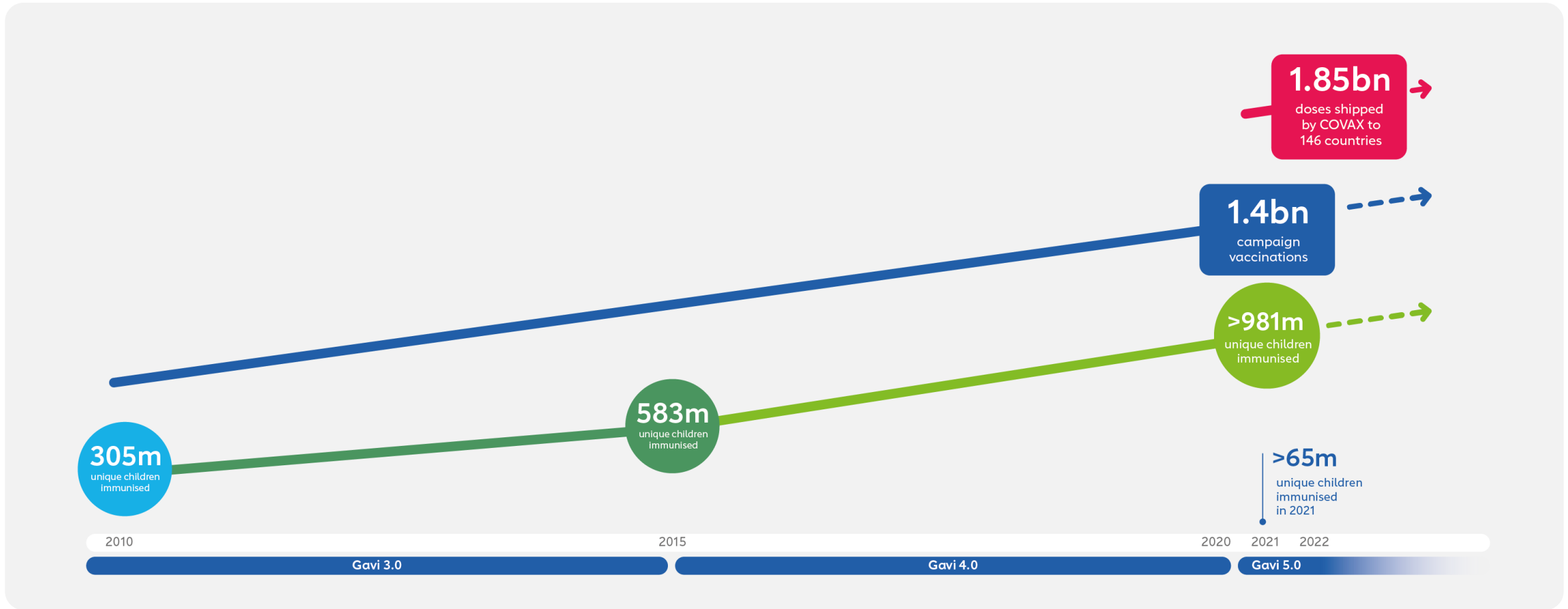


# 1

# The road to 1 billion children: >65 million unique children immunised in 2021



# 1 Gavi's impact at dramatic scale



# 2

## Breadth of protection increase: testament to country focus on introductions, scale-up



**DRC**

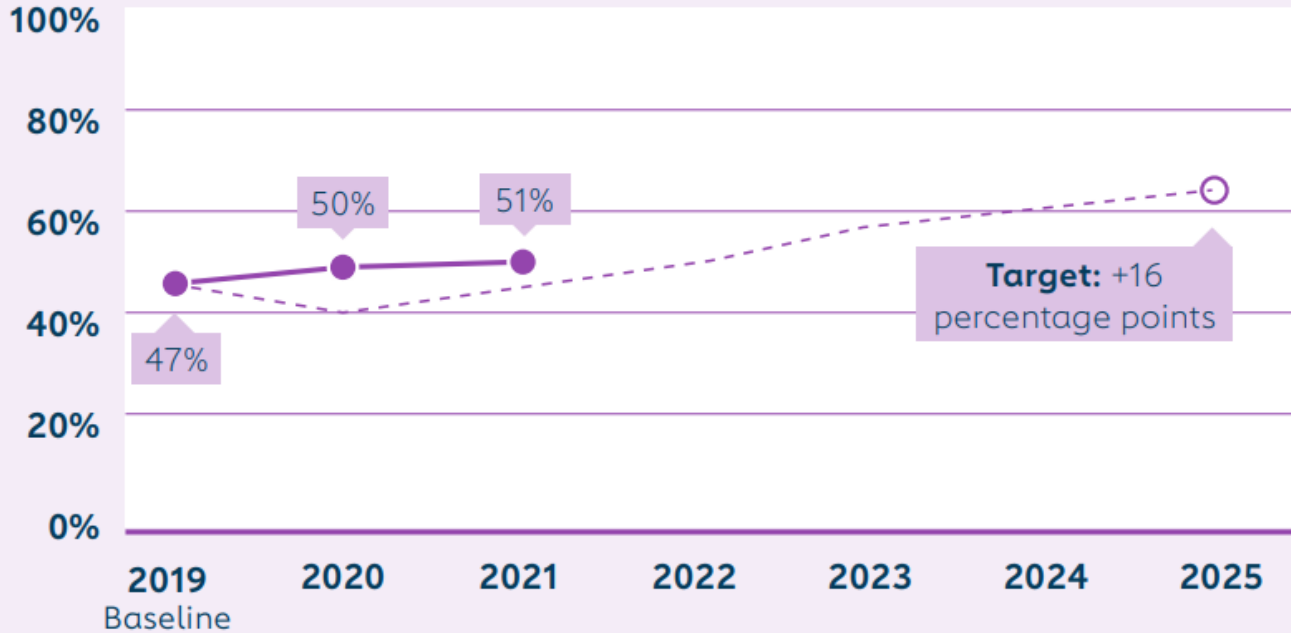
Increased **RotaC** coverage:  
**4%** (2019) to **52%** (2021)



**India**

Increased **PCV3** coverage:  
**15%** (2019) to **25%** (2021)

2021 progress: on track

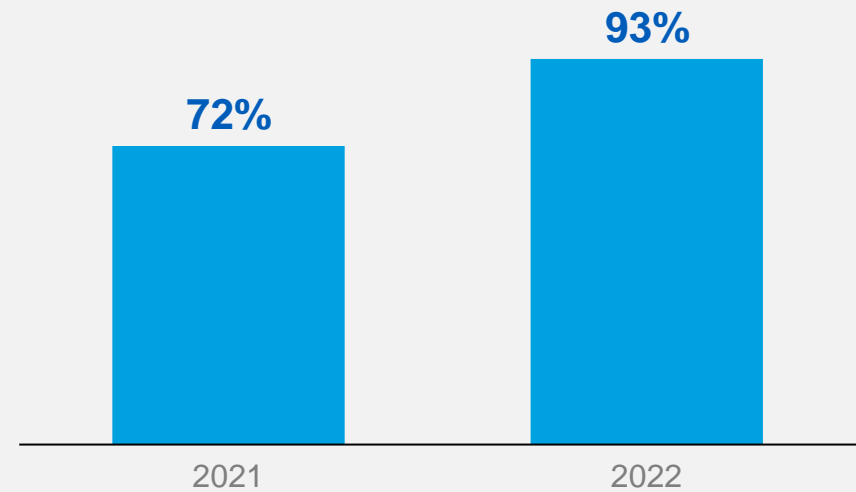


### 3 Record-setting year for co-financing

Country co-financing performance (\$US m)



% of co-financing obligations paid (end Oct. 2022 v. 2021)



Some countries (e.g. Lao PDR) entering accelerated transition out of Gavi support facing significant fiscal challenges – putting transition at risk

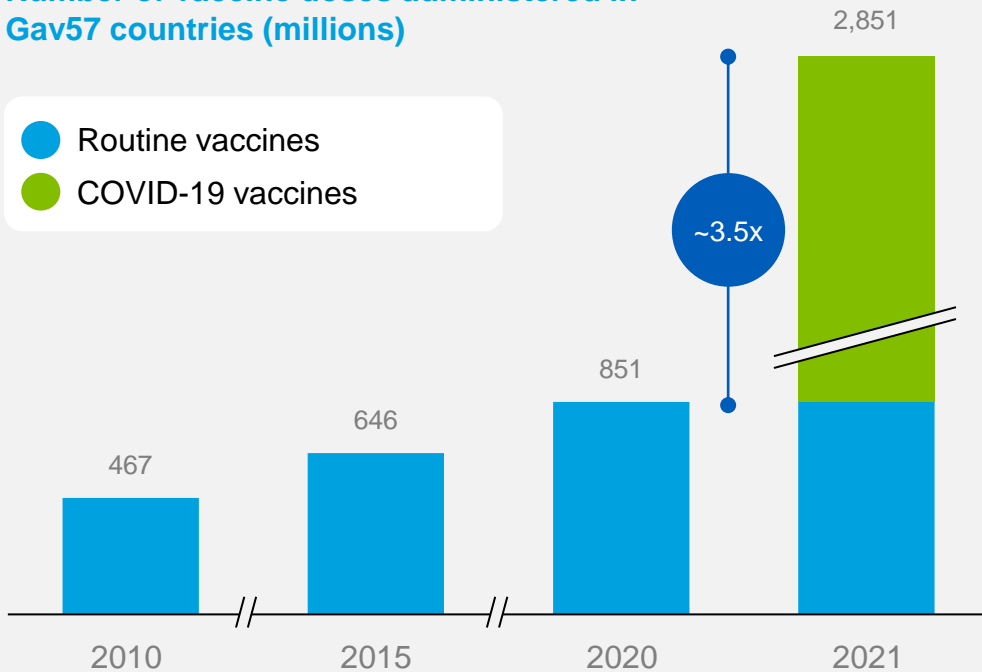


# 4

## Building on previous Gavi HSS investments, countries administered more vaccines in 2021 than ever before

In 2021, record number of routine & campaign vaccines (including COVID-19) ...

Number of vaccine doses administered in Gav57 countries (millions)



... building on health systems strengthened over time

Effective Vaccine Management (EVM) average composite score

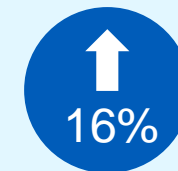
67% in 2015 to 72% in 2021



Institutional capacity average composite score

2.2 in 2017 to 2.6 in 2020

for Gavi68 countries with leadership, management and coordination (LMC) support



# 4

## Past HSS investments enabled rapid roll-out of COVID-19 vaccines – *selected examples*

### Cold chain equipment (CCE)

CCE units: **sub-national & remote health facilities** supported COVID-19 deployment



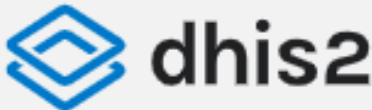
### Leadership, management and coordination (LMC)

LMC network: **experienced partners** leading COVID-19 vaccine roll-out



### DHIS2: world's largest health info. platform

DHIS2 rapidly adapted to enable efficient **COVID-19 surveillance**; **track vaccination**



### Routine introductions, campaign experience

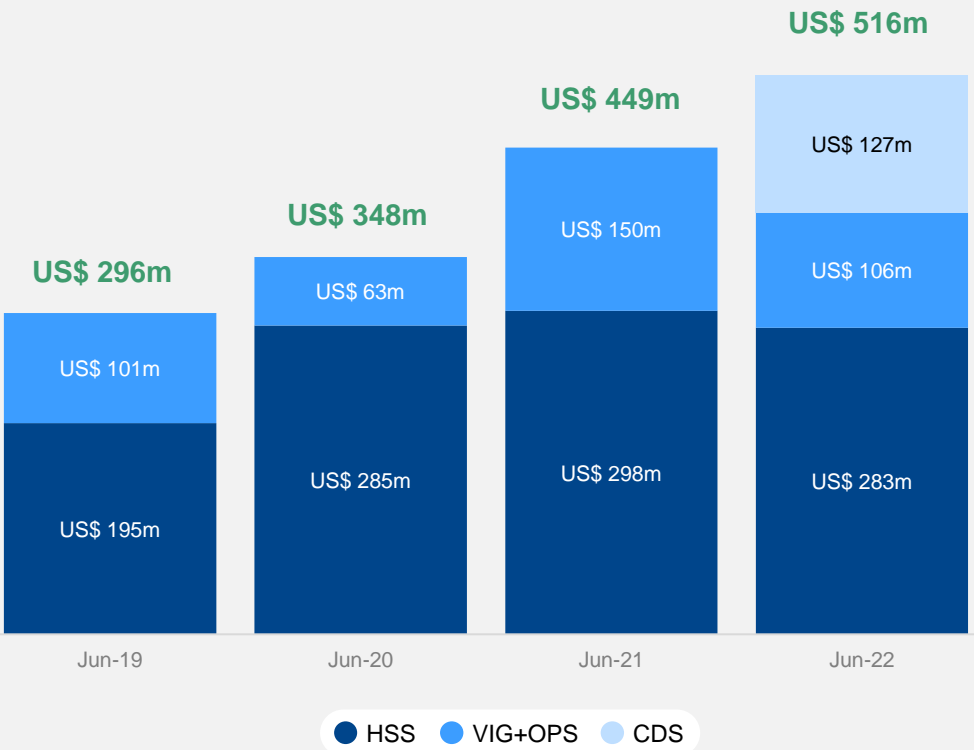
Skilled EPI teams leading rapid **routine vaccine** introductions; planning, implementing **large-scale campaigns**



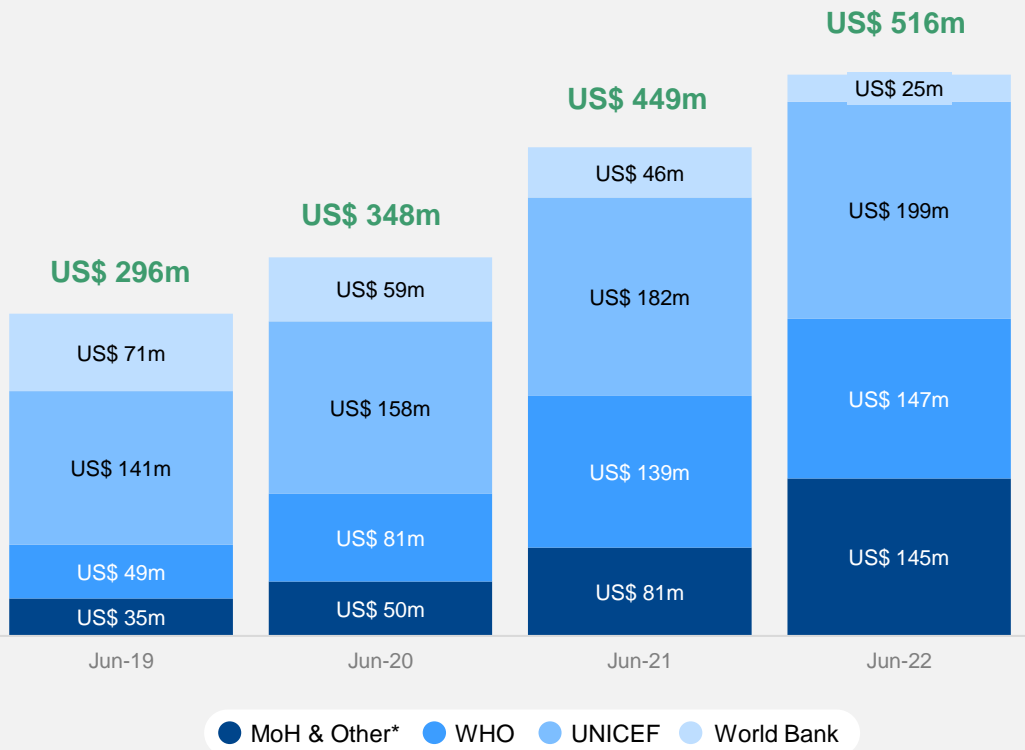
# 4

## Increase of cash balances in country, reflective of funding windows availed by Gavi

Cash in country (by grant type)



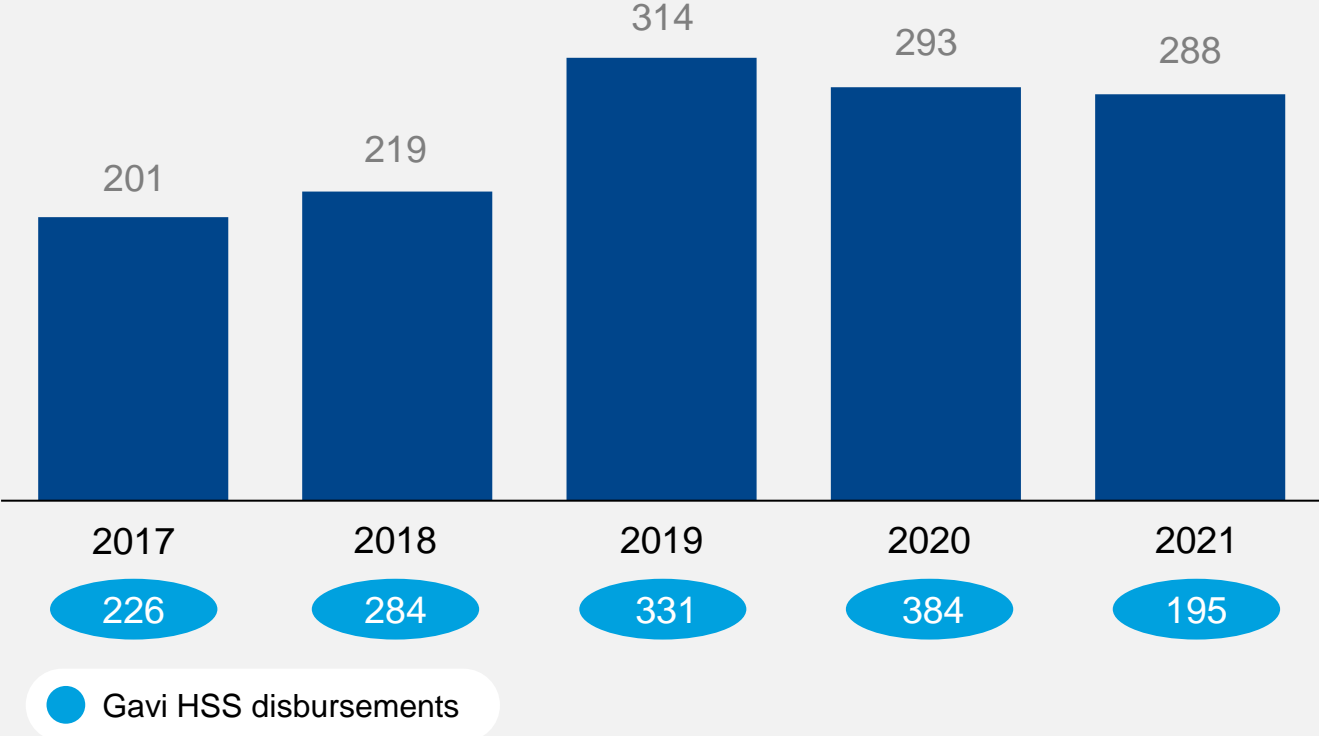
Cash in country (by fund recipient)



# 4

## Country use of health system strengthening support scaled up in recent years; signs of disruption in 2022

Countries' health system strengthening (HSS) grant expenditure *US\$ millions*



### 2022 update, 2023 outlook

2022 end-of-year financial reporting **not yet finalised**

Early data **suggests decreased expenditure** due to competing demands on countries (e.g. CDS)

**Risk:** situation may continue into 2023

# 4

## CDS3: beyond COVID-19 to contribute to stronger immunisation systems

COVID-19 vaccine Delivery Support (CDS3): 3rd application window; additional US\$ 667m (launched July 2022)  
To date, 46 applications submitted, totaling US\$ 460m

### Key objective 1



Reaching high-risk populations

### Key objective 2



Achieving country coverage targets

### Key objective 3



Integrating COVID-19 with routine immunisation (RI) and primary health care (PHC)

Early analyses of demand so far: **~50% of CDS3 expected to support Key objective #3 on COVID-19 integration with routine immunisation** – a trend expected to continue

# Vaccine programmes: three ongoing public health emergencies; multiple outbreaks in 2022

Three ongoing WHO-declared Public Health Emergencies of International Concern (PHEIC)

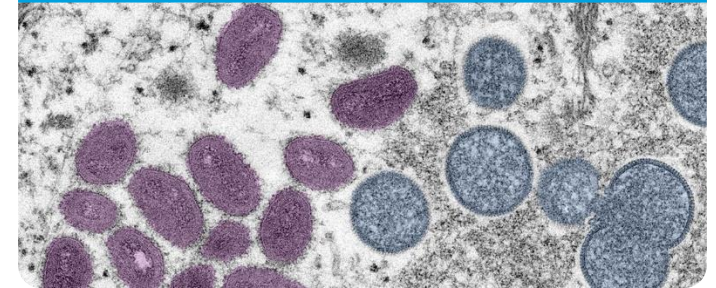
Polio (2014)



COVID-19 (2020)



Mpox (2022)



32 outbreak response vaccination campaigns supported by Gavi in 2022, including:

Cholera



Ebola



Measles



All photos on this slide from UN News (<https://news.un.org>)

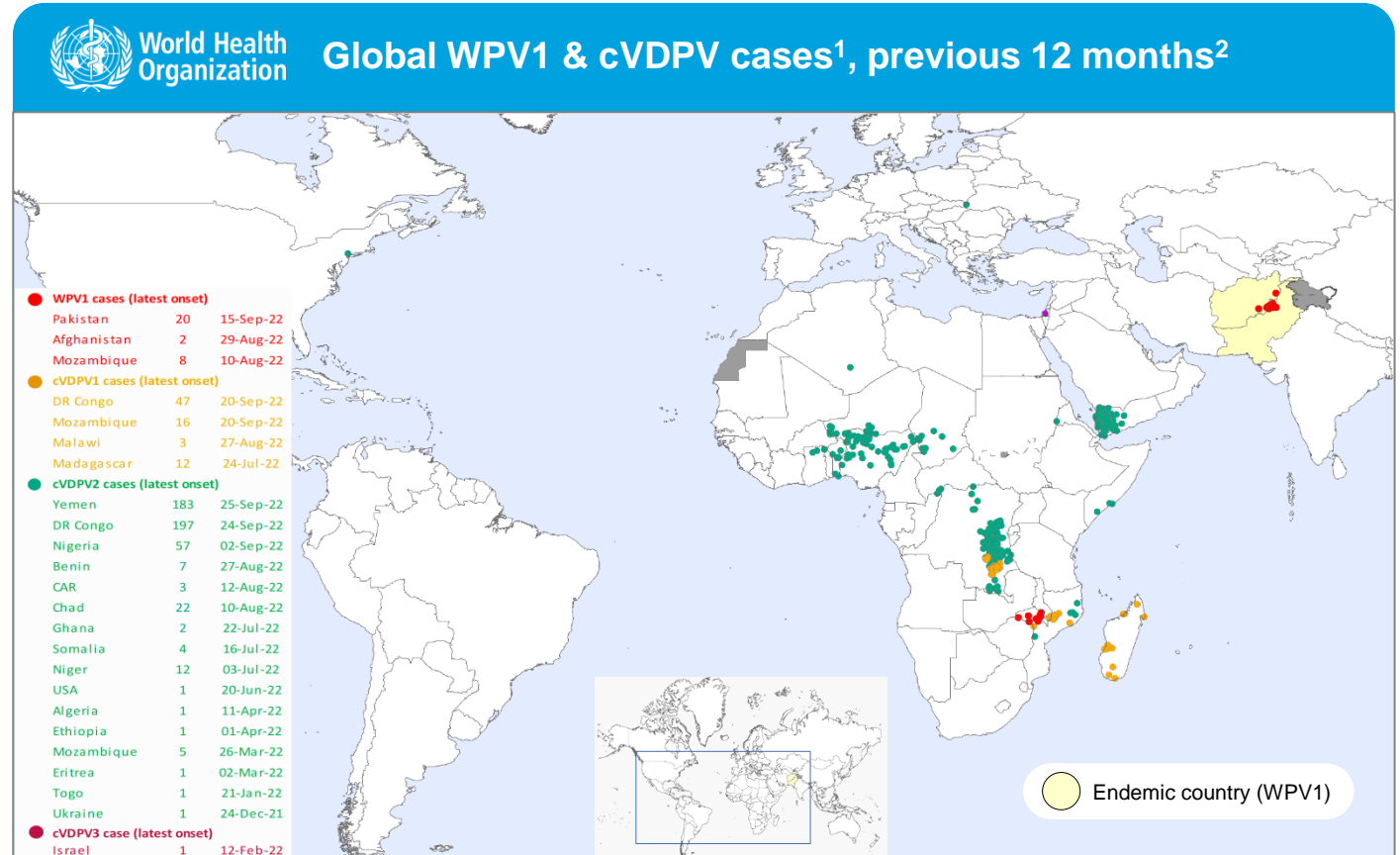
# Polio eradication update

GPEI pledging moment in Berlin: **initial commitment of US\$ 2.6bn of required US\$ 4.8bn** from international partners

Gavi a major financial & strategic partner to eradication effort: **>US\$ 800m in Gavi 5.0 for inactivated polio vaccine (IPV)**

- IPV1 supported in all Gavi-eligible countries
- IPV2 introduced in 31 countries; 32 remaining
- IPV catch-up activities to be completed in 6 countries

**Gavi-GPEI collaboration** in polio high-risk countries to ensure HSS and zero-dose investments help strengthen routine immunisation in polio-entrenched areas



Data in WHO HQ as of 22 Nov. 2022. <sup>1</sup>Excludes viruses detected from environmental surveillance. <sup>2</sup>Onset of paralysis 23 Nov. 2021 to 22 Nov. 2022.

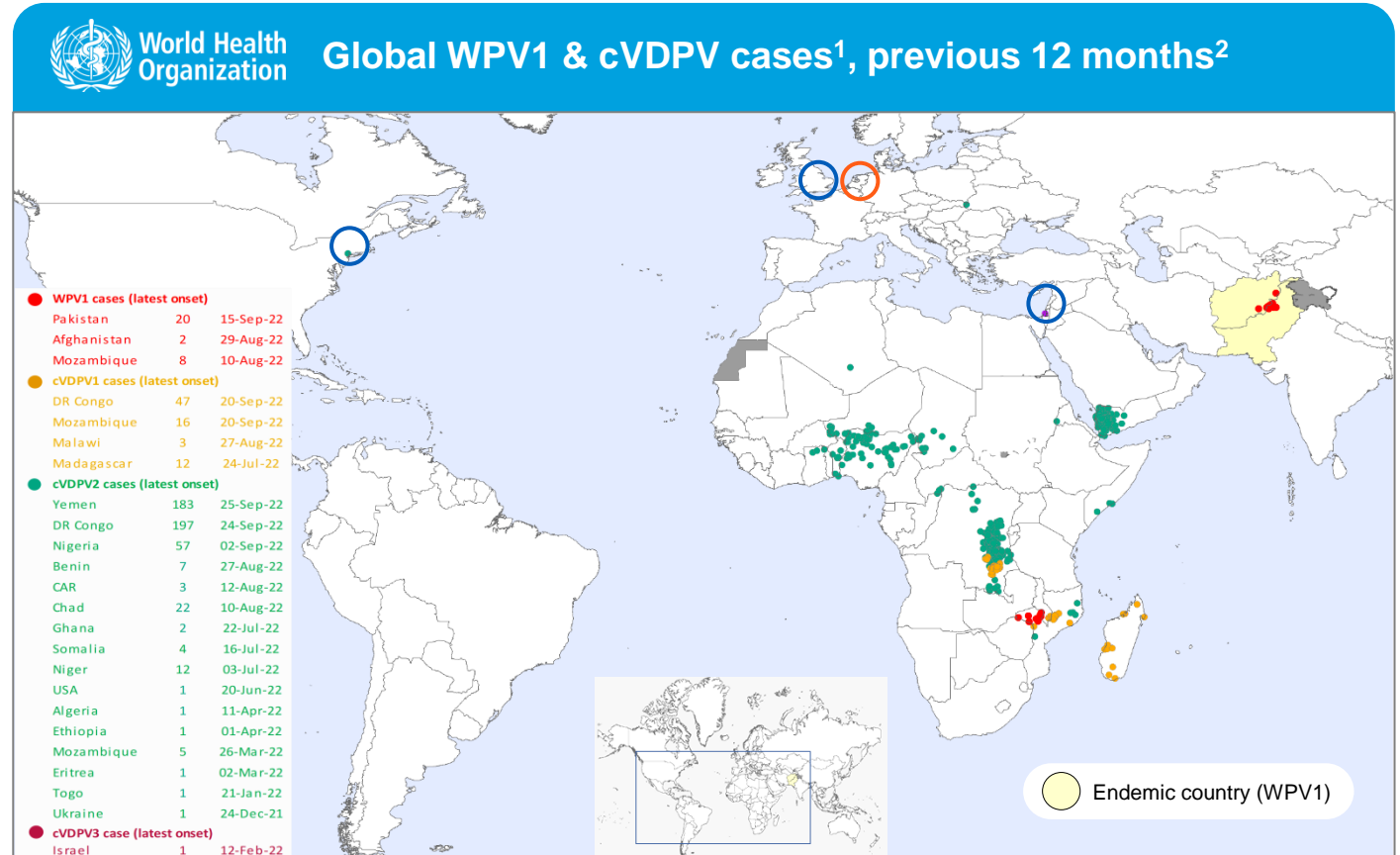
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# COVID-19: COVAX key achievements



**More than US\$ 12bn raised** for Gavi COVAX AMC92 to purchase vaccines; support AMC country readiness & delivery; cover costs of donated doses; Pandemic Vaccine Pool



**>US\$ 890m** in COVID-19 vaccine Delivery Support (CDS) funds committed or disbursed



**1.66bn doses received** by AMC92 participants; 1.85bn doses received in total by 146 participants (includes SFPs)



**52% of AMC92 participants** with complete primary series COVID-19 vaccine coverage: 81% coverage among health care workers; 66% among older adult populations

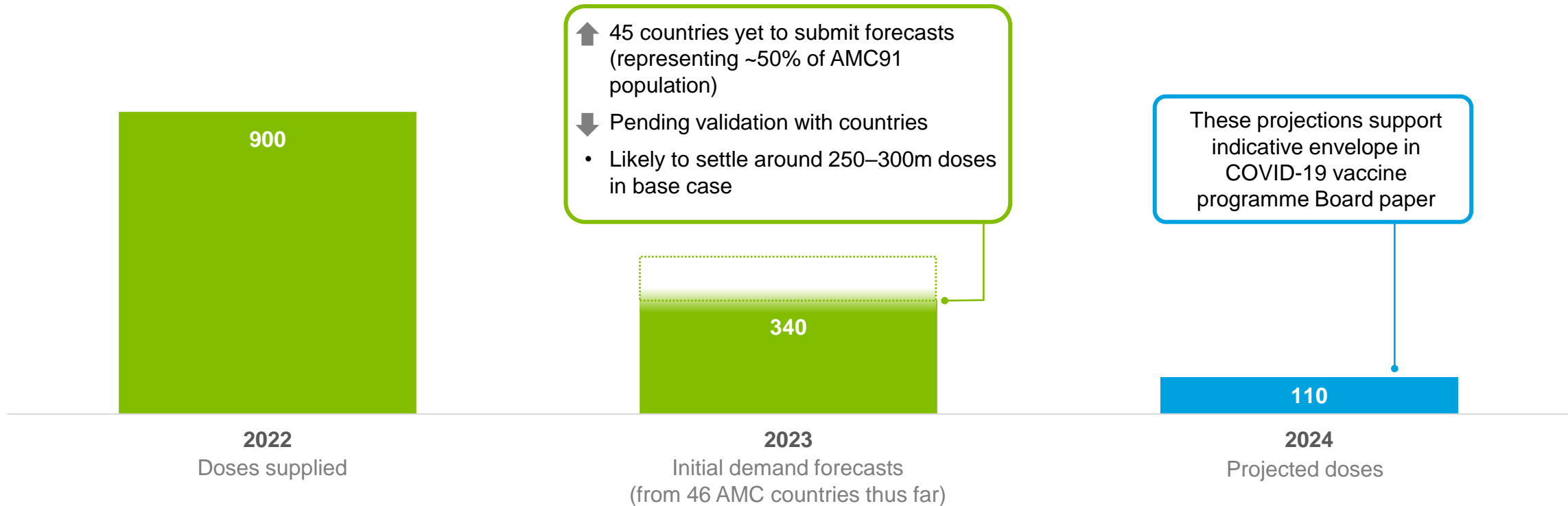


In 2022, **more COVID-19 infections** than in 2020 and 2021 combined

**Gavi Board decision pending: potential upcoming COVID-19 vaccine programme**

# Demand for COVID-19 vaccines

COVAX doses to AMC92, in millions



- While many uncertainties limit countries' ability to predict longer-term demand, initial demand forecasts from countries are consistent with 2024 projections
- Gavi will work directly with countries, subject to Board decision, to understand and define their 2024 demand and programmes more precisely

# Mpox: Gavi's analysis and ongoing monitoring

## Epidemiological situation

- 20 Gavi implementing countries reported **1.5% of global cases** since Jan. 2022, mostly in endemic countries
- Case numbers in highest affected regions (Americas, Europe) **declining since Aug. 2022**

## Needs assessment

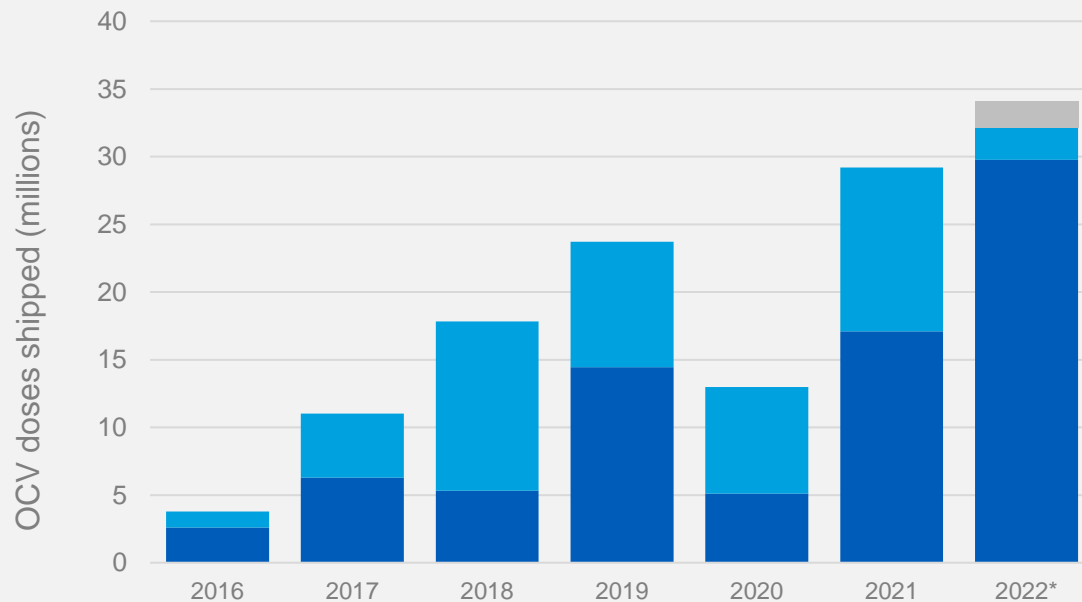
- SAGE guidance: mass vaccination is **not required, nor recommended** at this time; preventive vaccination recommended for individuals at highest risk only
- Limited demand for vaccines in **endemic settings**
- Based on current analysis and monitoring, **Gavi Secretariat does not recommend investment case at this time**



**If change in key criteria of disease burden, recommended use, demand and/or market shaping needs, Gavi will re-assess potential interventions**

# Global cholera spread rising: urgent need for prevention along with outbreak response

Oral cholera vaccine (OCV) doses shipped: 2016–2022



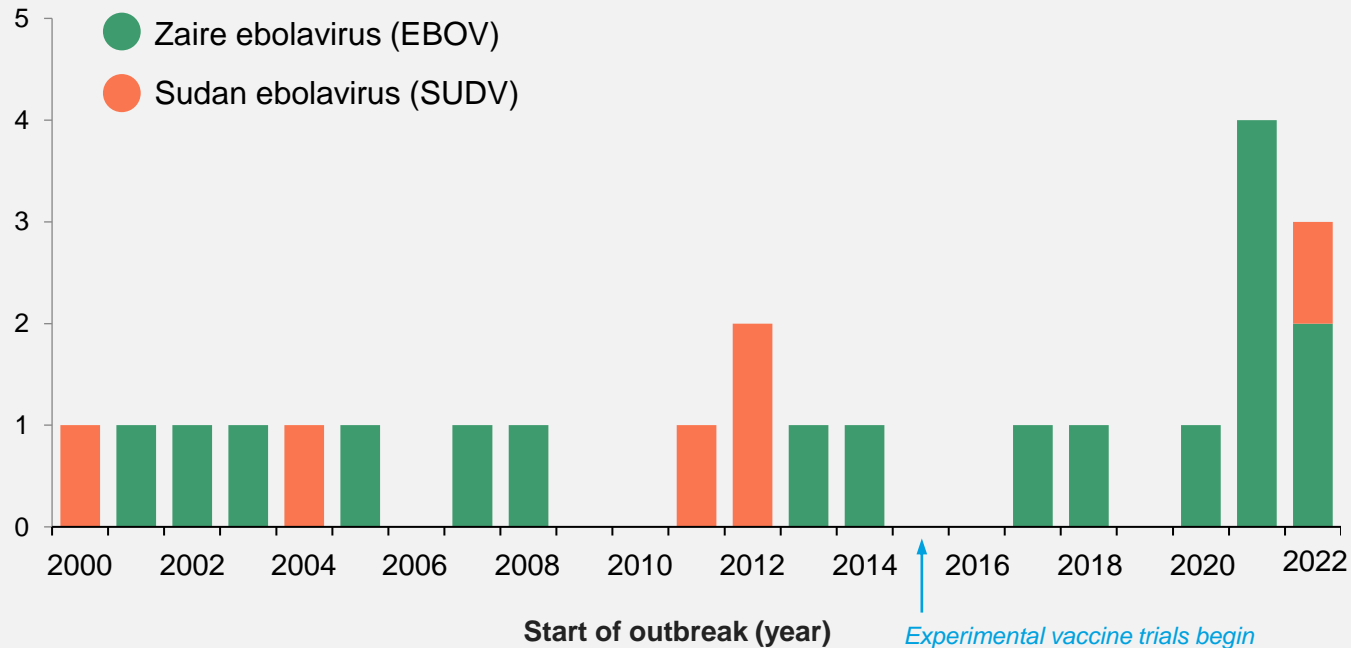
\*As of 5 December 2022

● Emergency use ● Preventive use in hotspots ● Projected

- 2022: 11 countries, 21 emergency requests; **>30 million doses shipped** from Global OCV Stockpile for outbreak response
- In addition to early detection & outbreak response, need to focus on prevention in cholera hotspots; **application window for preventive campaigns opens Jan. 2023**
- Current manufacturers at **max capacity** (~36m doses annually) to maintain stockpile
- Supply limits **delayed planned preventive campaigns** in Ethiopia & Nigeria in 2022
- Before end 2022, publishing **OCV Market Shaping Roadmap** to increase vaccine availability, create more stable demand

# Numerous Ebola outbreaks in past ten years; Sudan ebolavirus now in Uganda

Number of Ebola outbreaks: Zaire and Sudan ebolavirus (1995–2022)



## Sudan virus disease outbreak in Uganda

142

confirmed cases overall

56

deaths among confirmed cases  
(plus 22 probable deaths before outbreak declared)

9

districts with confirmed SUDV cases

# Ebola vaccine: not available for Sudan ebolavirus; potential upcoming trials on three candidate vaccines



University of Oxford/SII



Sabin Vaccine Institute/NIH



Merck/IAVI

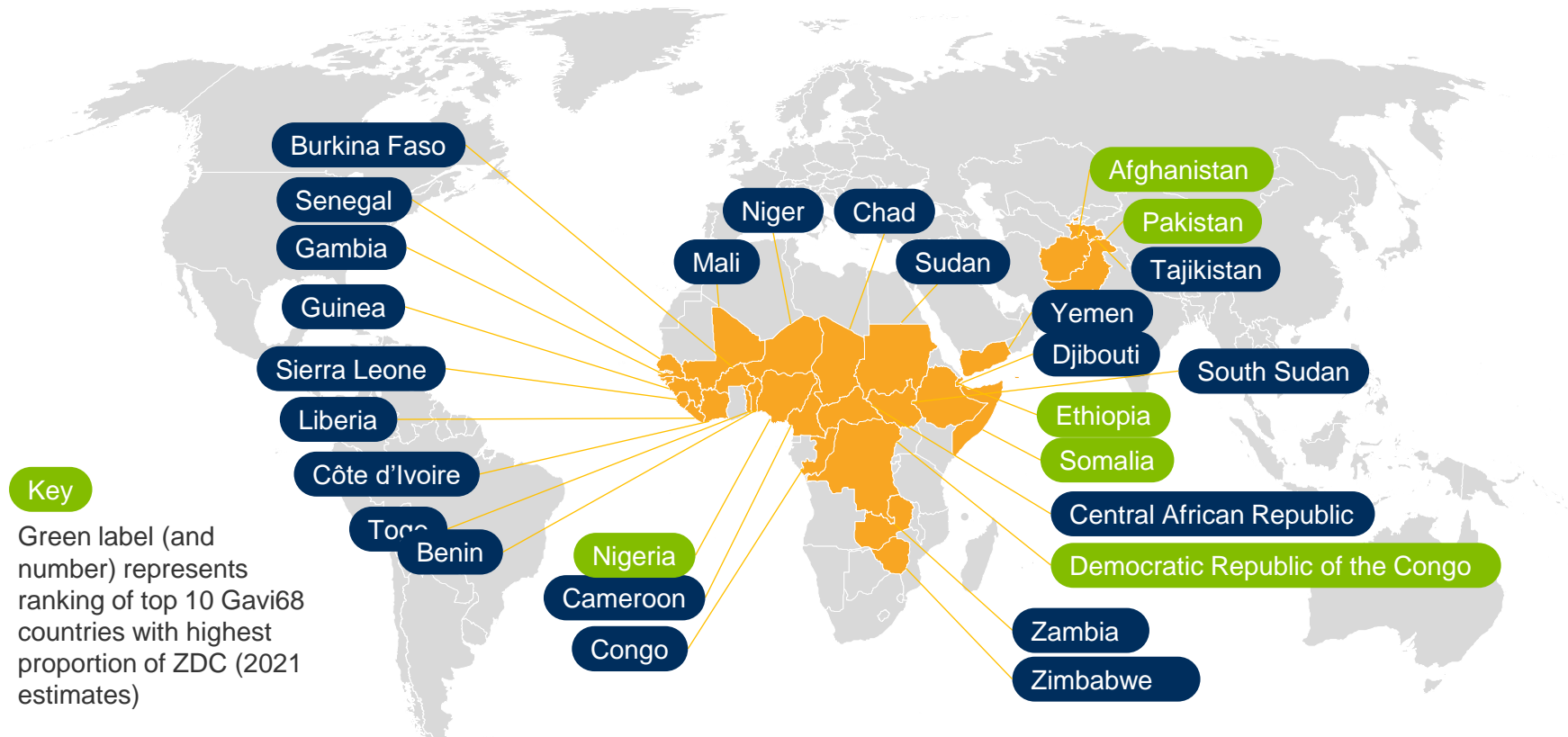
Three candidate vaccines  
to be selected for “fast-track”  
trials in Uganda



**Gavi working closely with partners on process;  
will potentially establish stockpiles if efficacy demonstrated during trials**

# Measles outbreaks: sub-national mapping to trace under-served communities

Large or disruptive outbreaks (last 12 months)\*



Measles outbreaks, when mapped sub-nationally, may be useful tracers for underserved communities, allowing targeted use of Gavi support for outbreak response, HSS and EAF funding windows

Gavi-supported country	Rate/M
Liberia	1,069
Somalia	918
Zimbabwe	323
Yemen	263
Togo	114
Djibouti	111
Nigeria	101
Afghanistan	95
Cameroon	89
Congo	74
Guinea-Bissau	70
Mali	64
Côte d'Ivoire	59
Ethiopia	53
Guinea	48
Zambia	46
South Sudan	42
Niger	42
Gambia	40
Sudan	40
Tajikistan	37
DR Congo	35
Burkina Faso	33
Pakistan	32
Senegal	30
Benin	28
Central African Republic	27
Sierra Leone	20

In the frame of tracking progress towards the goals of Immunization Agenda 2030 (IA2030), an indicator has been developed by a working group in order to represent large and disruptive measles outbreaks. This indicator is defined as an incidence equal or greater than 20 reported measles cases per million population over a period of 12 months. It is important to note that measles outbreak definitions vary between countries and regions according to local context and level of progress towards regional elimination goals. This definition of large and disruptive outbreaks aims to complement and not replace the national and regional definitions, while also providing a degree of global standardization and permitting tracking of progress against a common metric.

# Gavi Secretariat developments

## Welcome David Marlow, Chief Operating Officer

- New position in the Executive Office
- Started 4 July



## Welcome back Aurélia Nguyen, Chief Programme Strategy Officer

- New position in the Executive Office
- Started 19 September



## CEO search, transition

### Search status

- Underway with planned overlap

### Transition

- Leaving Gavi and the Alliance in strongest position possible

## Recruitment launched for three new SMT members

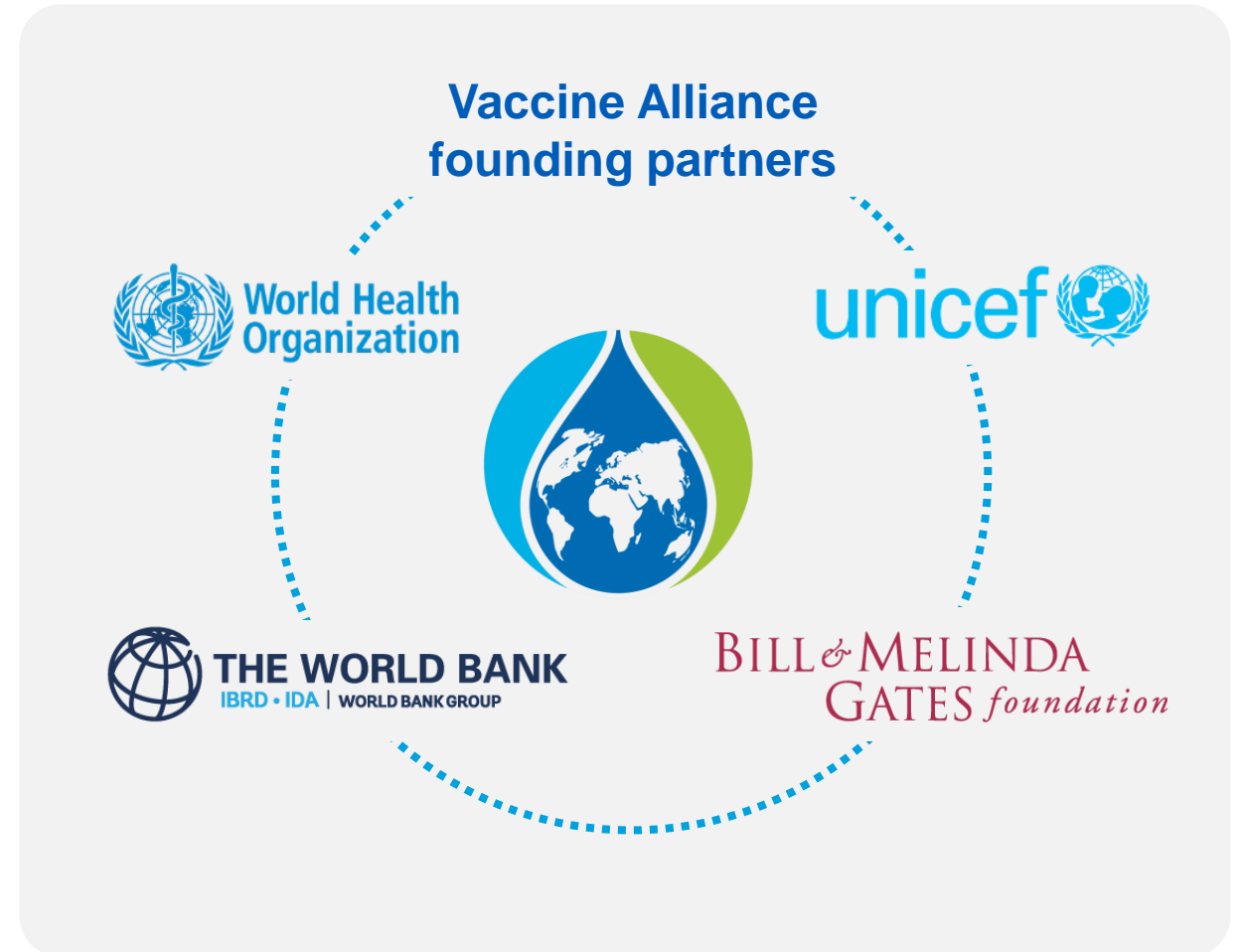
- **Managing Director** Policy, Programme Design and Delivery Support
- **Managing Director** Vaccine Markets and Health Security
- **Chief People and Experience Officer**



# Alliance health

Coming out of emergency response phase of the pandemic:

- tighten our **engagement, leverage comparative advantages** to deliver on shared goals
- **Alliance Health survey** to be planned for next year
- **Alliance Partners' Meeting next year** to unpack our challenges and bring us together as a cohesive team
- **senior staffing changes** at Gavi Secretariat and WHO



# Civil society partnership model crucial to Alliance impact

**Gavi CSO Constituency** key roles: shape, prioritise zero-dose agenda; advocate for, support routine immunisation financing & delivery

- **Amref Health Africa** – *first host in lower middle-income country*
- Advocacy & collaboration on **routine & campaign immunisation**, including **COVID-19**

Started implementation of **Gavi Board decision**: >10% HSS, EAF & TCA ceilings for CSO partners

Gavi leadership approved **new catalytic COVID-19 vaccine Delivery Support (CDS) funding window**: US\$ 25m exclusively for CSOs already contract in three countries



*During a medical outreach in Amuru District, Uganda, a health worker immunises a young child.  
Credit: Amref Health Africa*

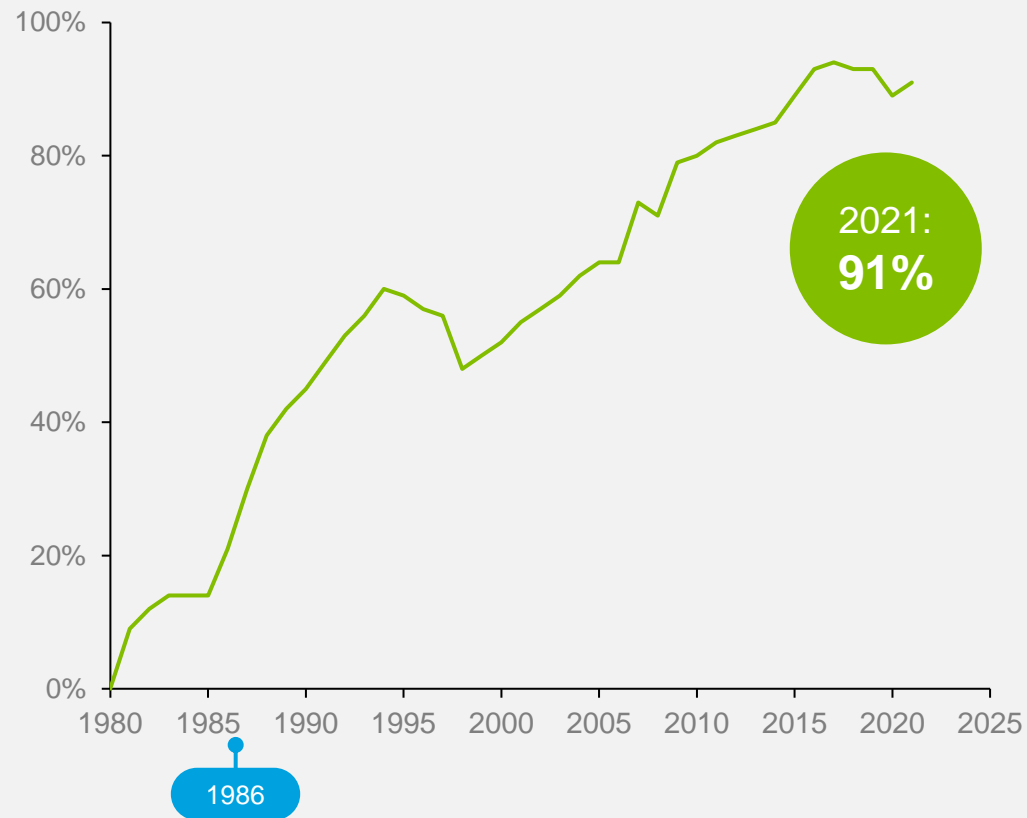
# Next 8 months: 5 main objectives

- 1 Support countries to **end backsliding in immunisation coverage**; focus on catching up, bridging gaps
- 2 **Stop outbreaks** through rapid use of campaign vaccines
- 3 **New vaccine introductions**, including HPV & malaria
- 4 Apply **learnings** from COVID-19, COVAX & Ebola response to new outbreaks, PPR
- 5 Ensure **strongest possible Board, Secretariat and Vaccine Alliance** to welcome new CEO (mid-2023)
  - **Operational excellence** (COO's Secretariat wide effort)
  - **Board retreat**: 30–31 March 2023
  - **Mid-Term Review (MTR)** in 2023



# Focus: Uganda's 30 years of progress in immunisation, collaboration with civil society & tech partners

Increase in DTP3 coverage in Uganda: 1980–2021



Trip to Uganda, November 2022

Meeting President Museveni



Immunisation session



Living Goods community health workers



New National Medical Stores warehouse



Makerere University

# Thank you