

# CEO Board Update

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



Girls at a school in Sierra Leone with their HPV vaccination records. Credit: Gavi/2023/Dominique Fofanah

# Mid-Term Review conference hosted by Spain

- **>20 heads of state and ministers**, plus private sector innovators, civil society, pharmaceutical industry
- **New pledge** from Republic of Korea
- **European Investment Bank (EIB)** support extended
- **New partnerships** with private sector, philanthropy and development finance – *many through Gavi Matching Fund*
- **MTR report:** Alliance on track to meet majority of key commitments to donors



# Four overarching achievements during my tenure

1

**Milestone reached:**  
>1bn unique children immunised

~6bn completed vaccinations through 2022



2

**Improved market health;**  
lower cost for countries

Supporting vaccines against  
19 infectious diseases



3

**PPPR vaccine stockpiles,**  
COVAX

Examples: Ebola, cholera,  
meningococcal, yellow fever



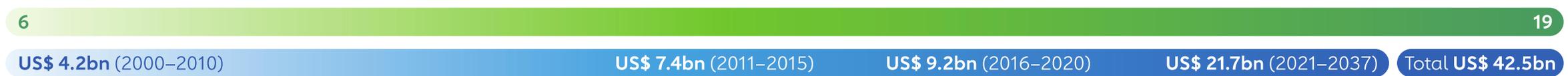
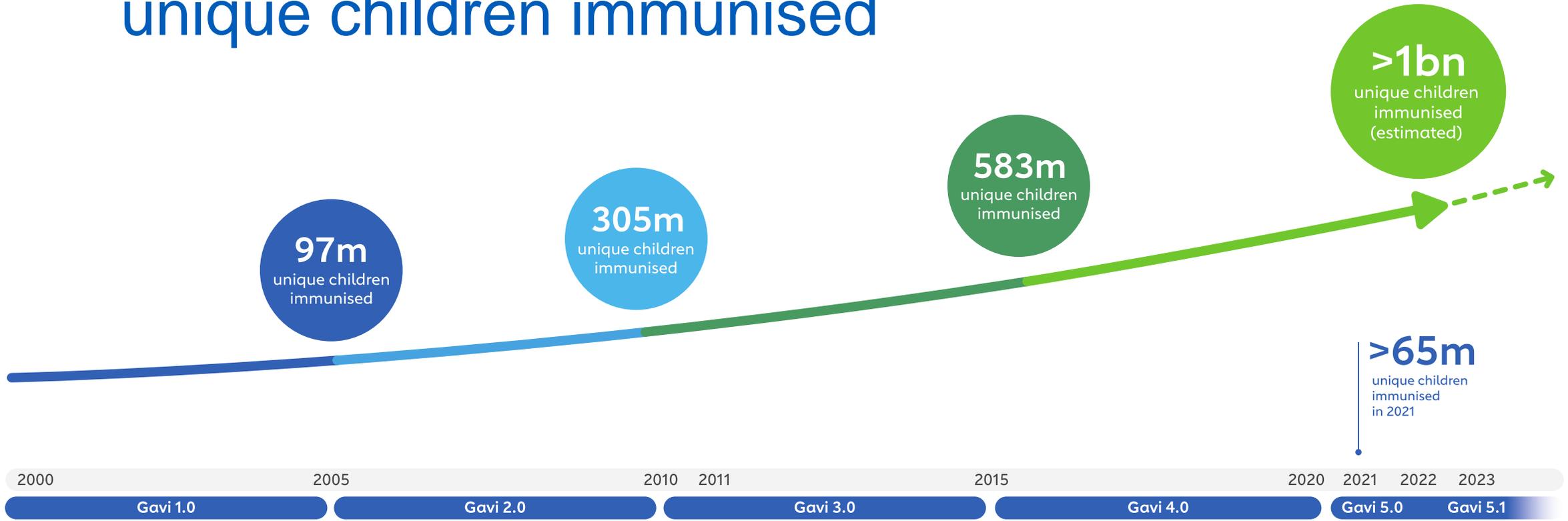
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**Sustainability**  
19 countries now fully  
self-financing

US\$ 1.5bn from countries  
in co-financing since 2008



# 1 Gavi impact: the road to 1 billion unique children immunised



● Vaccines supported against # of infectious diseases ● Donor commitments to Gavi (including COVAX)

**~6bn completed  
vaccinations  
through 2022**



The power of ***vaccines*** and partnerships



No other intervention touches ***so many lives***

# 1 Zero-dose children: critical focus for Gavi

Number of zero-dose children in Gavi57 countries



of zero-dose children live below poverty line

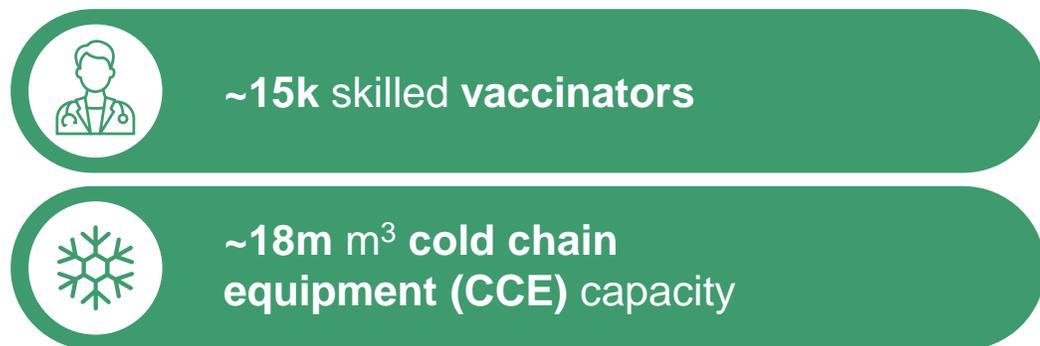


of all children dying from vaccine preventable diseases are zero-dose

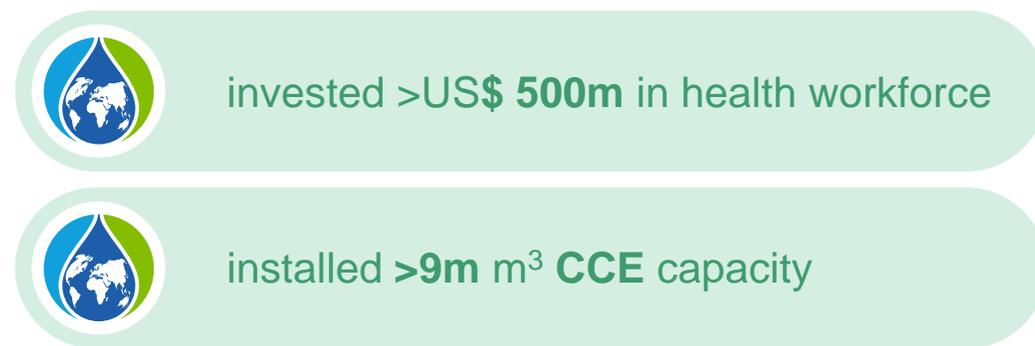
# 1 Health system strengthening (HSS) support: helped to reach >1 billion children with Gavi-supported vaccines



## Scale-up required an additional:



## Gavi's support for health systems:



Note: Data and estimates calculated for Gavi57 countries; routine immunisation doses only (inclusive of vaccines not supported by Gavi); does not include campaign vaccinations or COVID-19 doses

# 1 HSS support: Global Fund collaborations

## Service delivery, human resources

*Example: community health workers & centres in Mali*

## Supply chain, logistics support

*Example: health products warehouse in Uganda*

## Health data management

*Example: DHIS2 platform in Chad*

Other areas include: public financial management; fighting malaria, cervical cancer and COVID-19; pandemic preparedness



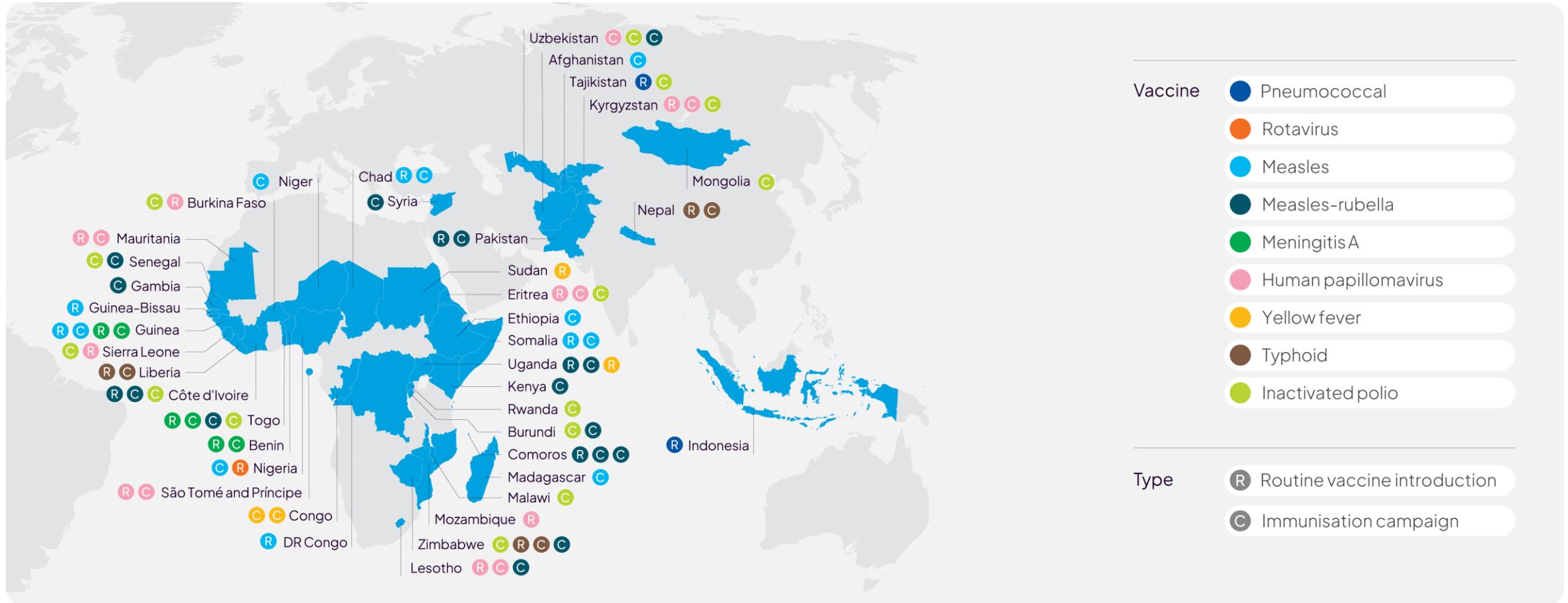
# 1 Scaling digital health: high country demand for key priorities

- All countries included **>1 digital health priority** in Gavi 5.0 HSS & TCA plans
- **15%** of budget requests allocated to **digital health**



- **Digital maps, satellite imagery to ID ZDC:** 35 countries
- **eLMIS:** 20 countries
- **DHIS2:** 41 countries
- **Digital disease surveillance:** 22 countries
- **Remote temperature monitoring:** 51 countries

## 2 Gavi 5.0/5.1 vaccine introductions & campaigns: 2021–today



3

# Three years of COVAX: significant progress in global pandemic response



**>1.96bn**

vaccine doses shipped  
to 146 participants



**>US\$ 12bn**

raised  
900m doses donated



coverage of lower-income countries with complete primary series COVID-19 vaccine coverage



coverage for health care workers



coverage for older adults



**39 days**

from introduction in first high-income countries to first lower-income country



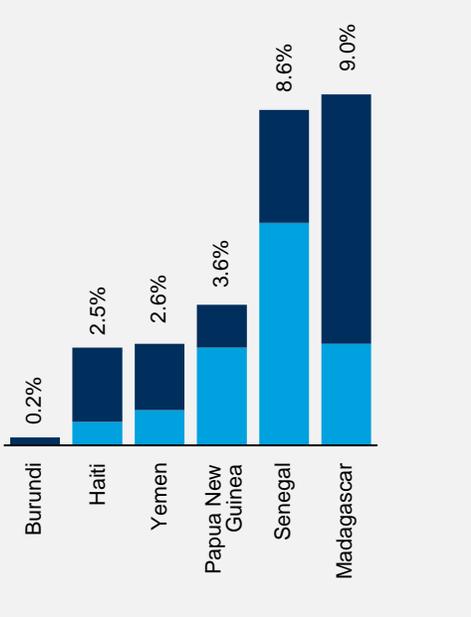
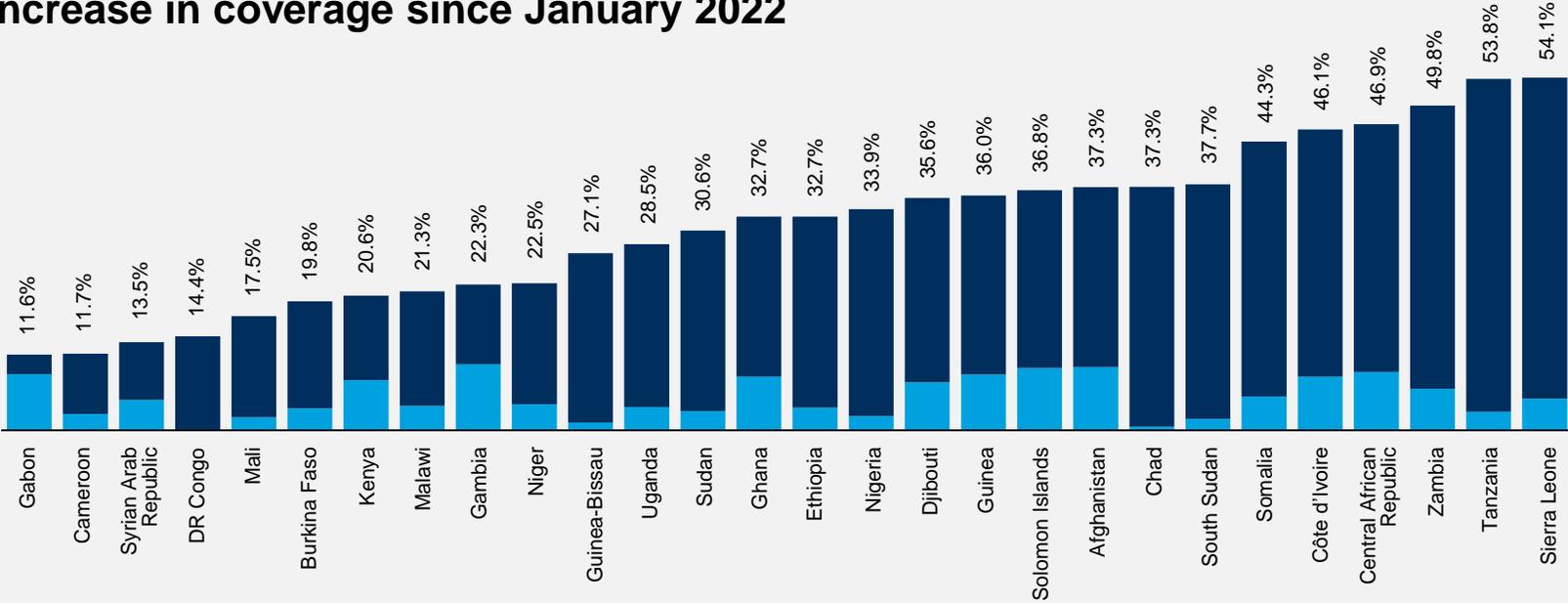
**~US\$ 1bn**

disbursed in COVAX delivery

# 3

## COVAX: 28 of 34 CoVDP-supported countries achieved coverage levels above 10%

Increase in coverage since January 2022



34 countries received concerted support, achieved >10% coverage

6 countries received concerted support, coverage remains <10%

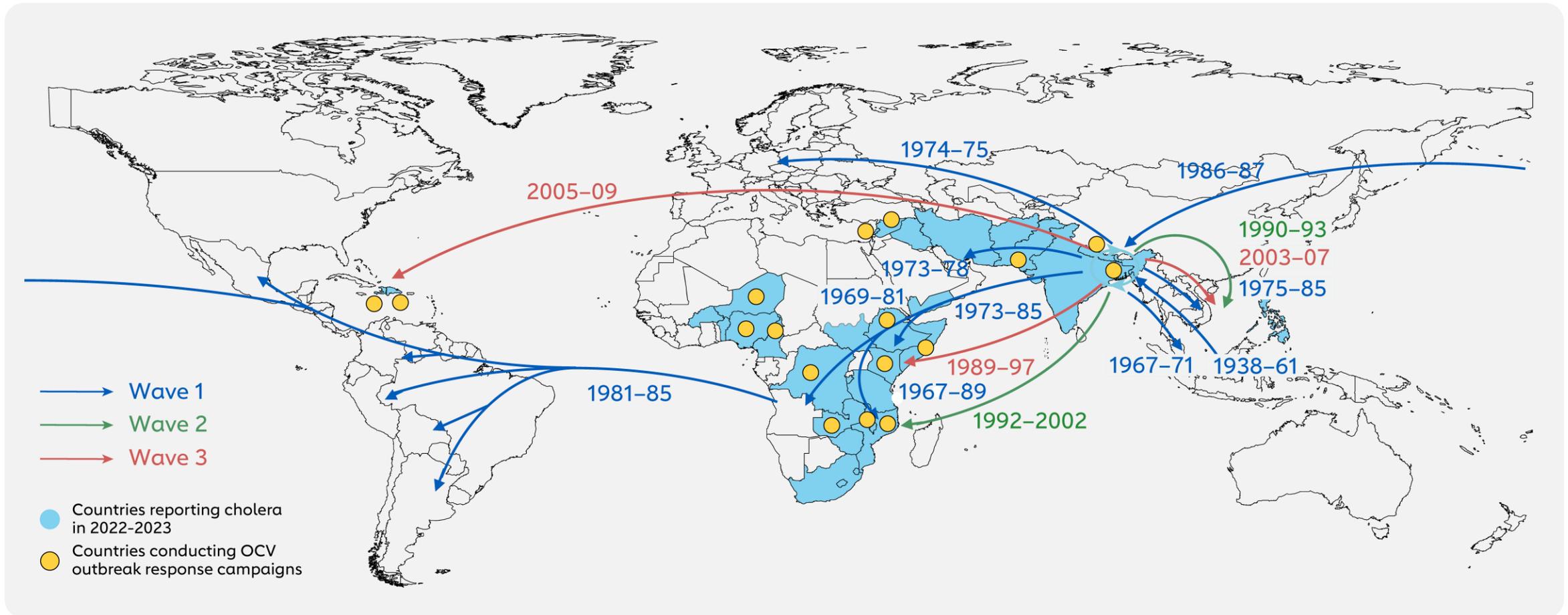
● % population with complete primary series in January 2022    ● % population with complete primary series between January 2022 and May 2023

Data as of 26 May 2023



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

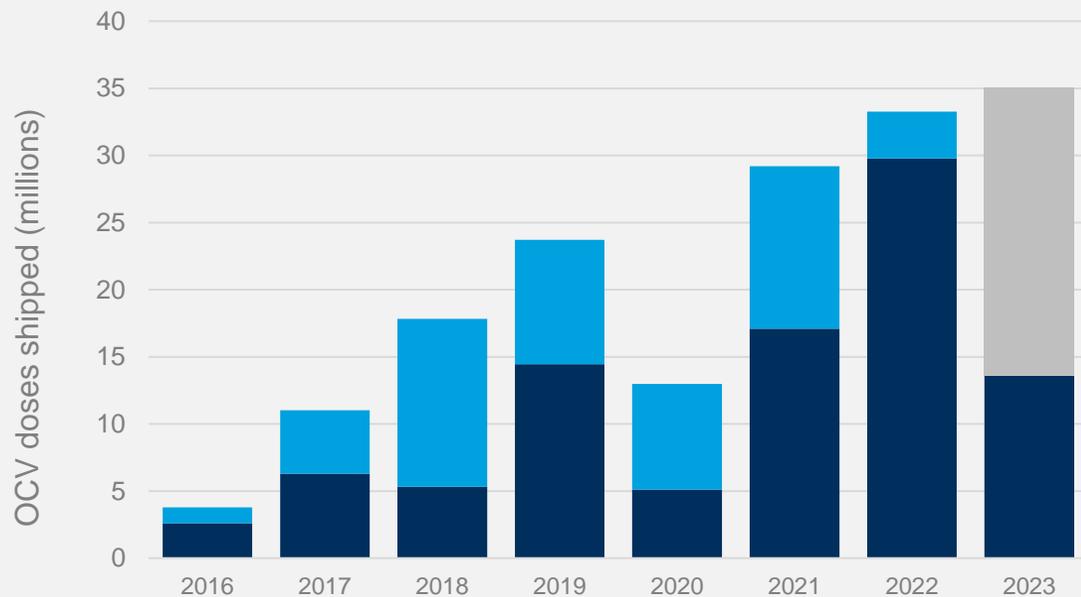


Adapted from Mutreja, A., Kim, D., Thomson, N. *et al.* Evidence for several waves of global transmission in the seventh cholera pandemic. *Nature* 477, 462–465 (2011).

## 3

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

Oral cholera vaccine (OCV) doses shipped: 2016–2023



\*As of 15 June 2023

● Emergency use ● Preventive use in hotspots ● Projected

- **High demand** for outbreak response continues in **2023** (11 requests approved; >13m doses)
- Current manufacturers at **maximum capacity** (~35m doses projected to be available in 2023)
- **Application window** for preventive campaigns opened in Jan. 2023
- Supply limits **delayed planned preventive campaigns** in Ethiopia, Nigeria, South Sudan
- **OCV Market Shaping Roadmap agreed with partners and published in May** to increase vaccine availability, create more stable demand

## 3

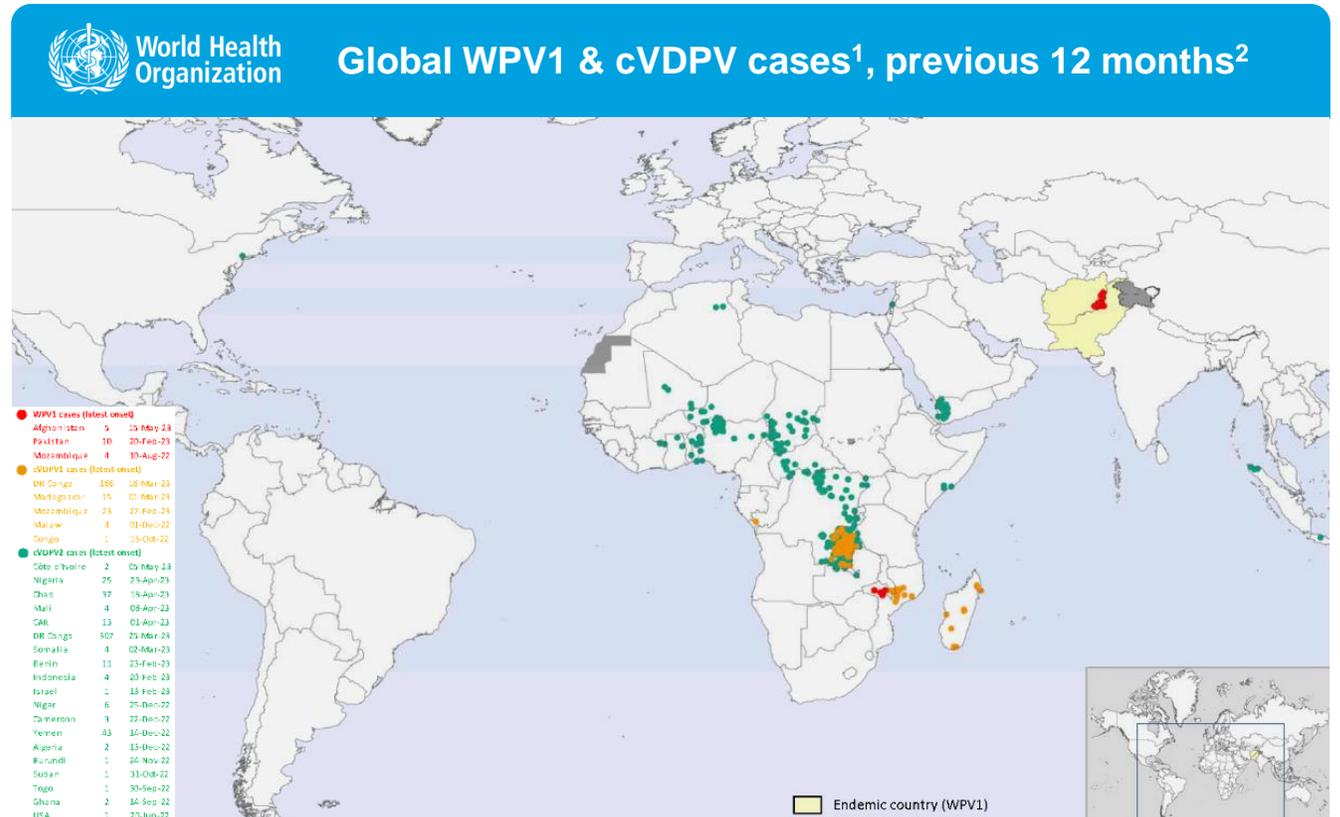
# Polio eradication update

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

- IPV1 introduced in all 73 Gavi-eligible countries
- IPV2 introduced in 34 countries; 29 remaining
- IPV catch-up activities to be completed in 6 countries

**Collaboration with Global Polio Eradication Initiative (GPEI)** in high-risk geographies to ensure HSS, ZDC investments help strengthen RI

**Hexavalent programme:** during this session, PPC will recommend to Gavi Board to open funding window in Q3 2023



**WPV1: 5 cases in Afghanistan and 1 in Pakistan in 2023**

Data in WHO HQ as of 13 June 2023. <sup>1</sup>Excludes viruses detected from environmental surveillance.

<sup>2</sup>Onset of paralysis 14 June 2022 to 13 June 2023.

3

## Large or disruptive measles outbreaks doubled: from 2021 (16) to 2023 (38)

### Large or disruptive outbreaks (last 12 months)\*



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-supported countries with highest incidence rate (last 12 months)

Gavi-supported country	Rate per million
Yemen	928
Somalia	700
Liberia	579
Zimbabwe	298
Central African Republic	203
Cameroon	190
Djibouti	187
South Sudan	156
Togo	97
Afghanistan	96

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# Outbreaks of Marburg virus, Sudan ebolavirus ended; need for global health collaboration remains

## Marburg virus disease outbreak in Equatorial Guinea & Tanzania:

*Equatorial Guinea: declared 13 Feb. 2023; ended 8 Jun. 2023*

*Tanzania: declared 21 Mar. 2023; ended 2 Jun. 2023*

**25** confirmed cases (17: Equatorial Guinea; 8: Tanzania)

**25** confirmed cases (17: Equatorial Guinea; 8: Tanzania)

**4** candidate vaccines recommended by WHO for clinical trials

## Sudan ebolavirus disease outbreak in Uganda:

*declared 20 Sep. 2022; ended 11 Jan. 2023*

**142** confirmed cases

**55** confirmed deaths (*plus 22 probable deaths*)

**3** candidate vaccines; first doses arrived in Uganda in Dec. 2022



Gavi/2019/Frédérique Tissandier

3

## PPPR: critical role for Gavi; leveraging learnings, experience across Alliance

### Gavi's role in pandemic prevention, preparedness and response (PPPR)

- Vaccines critical in outbreaks, epidemics, pandemics
- Vaccine Alliance: global health's hub for vaccines and delivery
- Gavi core activities, capacity contributes to PPPR

### Key areas for Alliance PPPR plan

1. Enhancing capabilities for readiness, response
2. Resilient health care systems, routine immunisation (RI) programmes
3. Diversification of regional manufacturing
4. Financial innovation



# 3 PPPR: regional manufacturing – ambitious strategy for downstream support



## AU & Africa CDC's PAVM Framework for Action



- Market design & demand intelligence
- Access to finance
- Regulatory strengthening
- Technology transfer & IP
- Research & development
- Talent development
- Infrastructure development
- Agenda-setting & coordination

➤ Leads support for African vaccine ecosystem

Gavi's market shaping & innovative financing expertise

Supports & incentivises full ecosystem

## Four pillar regional manufacturing strategy

- 1 Aggregate & communicate market insights & guidance
- 2 Adapt Gavi HMF & menu to accommodate regional product diversity
- 3 Build regional solidarity & predictability around demand
- 4 **African Vaccine Manufacturing Accelerator (AVMA)** to provide early-years support to African manufacturers

**New AMC: potential tailored instrument to reduce risk, unlock investment, promote sustainability**

# In 2023, Gavi has defined four “must-wins”



**Restore RI;  
catch up missed  
children; reach ZDC**

Catch up children missed by routine immunisation (RI); continue progress to reach zero-dose children (ZDC)



**Revitalise  
HPV vaccine  
programme**

Revitalise HPV vaccine programme in line with our ambition, using bold and innovative approaches



**Launch  
malaria vaccine  
programme**

Timely roll-out of malaria vaccine programme

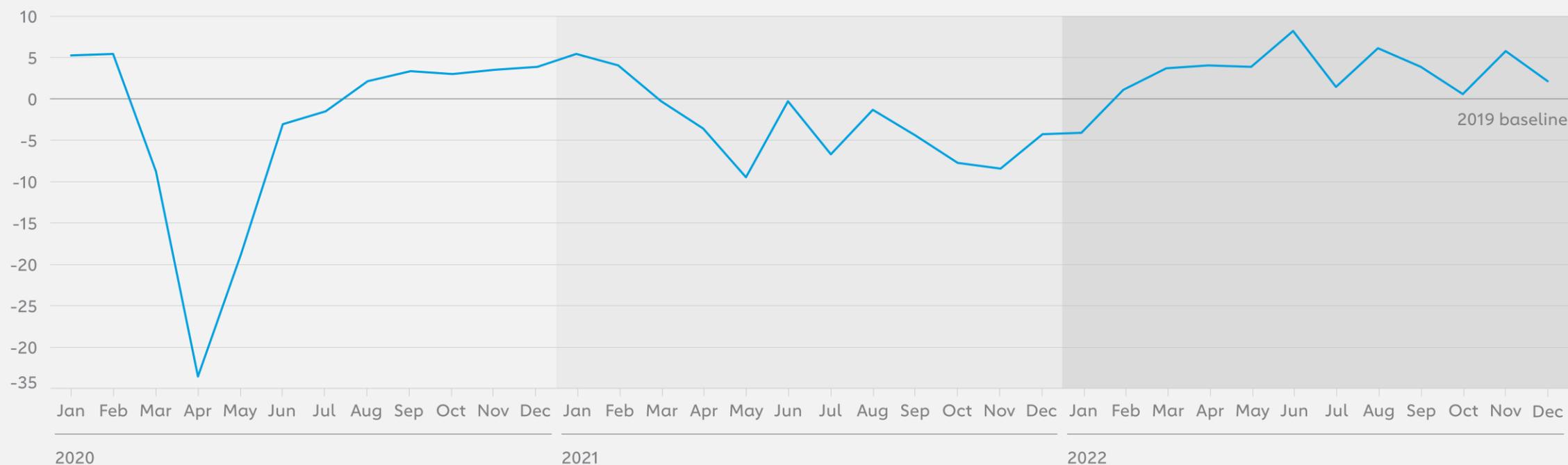


**Drive COVID-19  
vaccine programme**

Support countries on COVID-19 vaccination in 2023; transition to integrated, non-emergency programme in 2024–2025

# Restoring routine immunisation, reaching zero-dose children: signs of recovery in 2022

Weighted relative difference (%) in number vaccinated (DTP3) in 2022 (admin), 2021 and 2020, compared to 2019

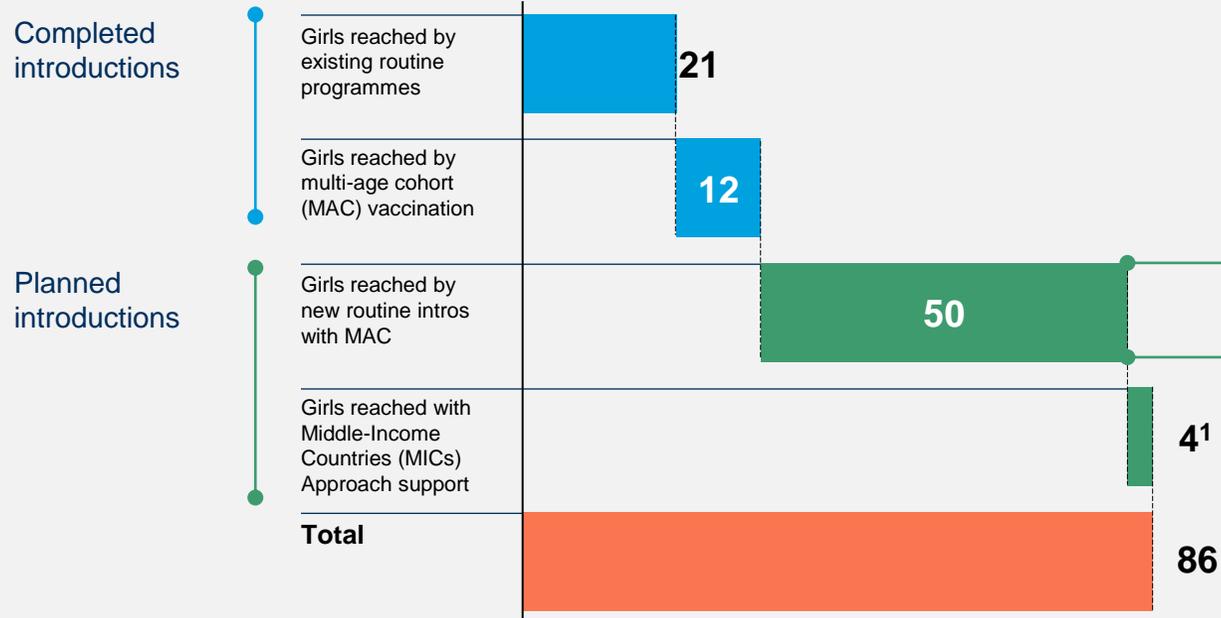


**Alliance-wide “Big Catch-up” launched in April 2023: to catch up children missed during COVID-19 pandemic and reach zero-dose children**

# HPV vaccine programme: to reach 86m girls depends on success in key countries

## Forecast of fully immunised girls by 2025 (cumulative in millions)

Latest estimates based on VFGO v20.1 forecast  
(does not reflect developments since Feb. 2023)



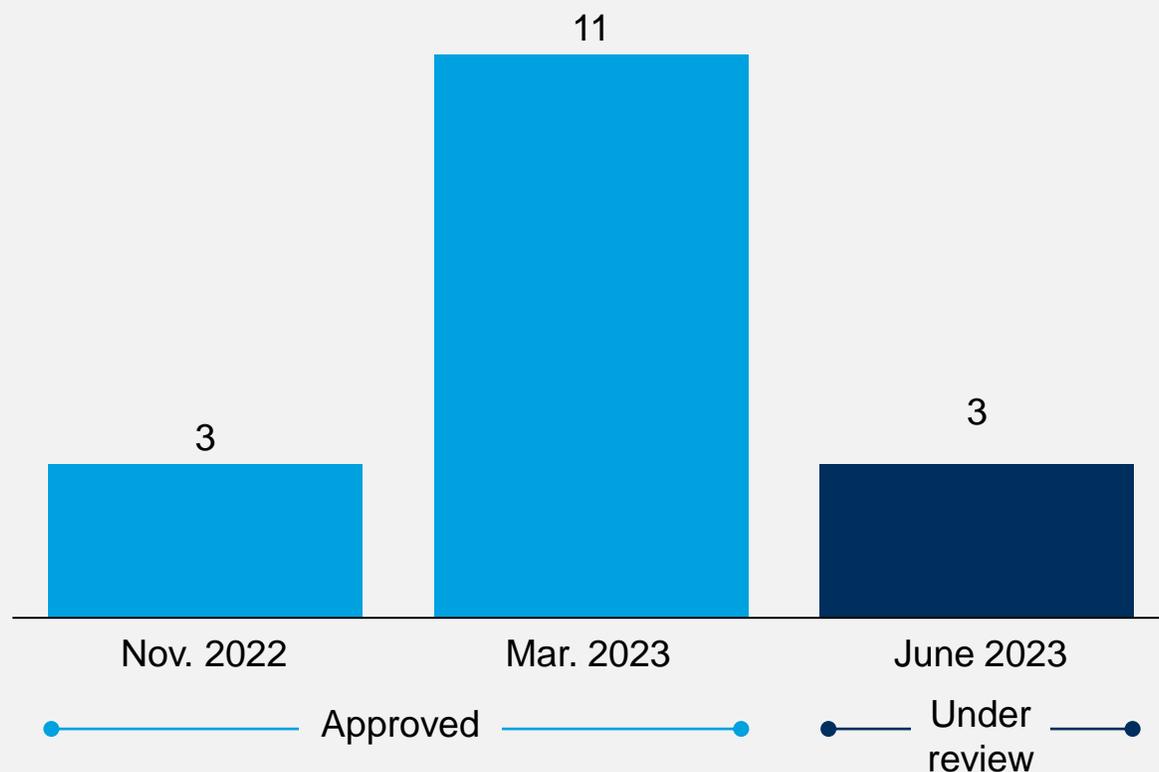
## Status in key countries

- **Ethiopia:** largest ongoing routine HPV vaccine programme; large MAC planned for Nov. 2023
- **Nigeria:** intro planned for late 2023; significant country commitment, planning in place
- **Bangladesh:** intro planned for Sep./Oct. 2023; planning underway
- **India:** sizable programme planned to launch in 2023 or 2024
- **Middle-Income Countries (MICs) Approach:** Indonesia intro planned for Sep. 2023; continued engagement across portfolio

**Note:** Forecast continuously evolving given dynamic nature of programme, country decision-making

# Malaria: 14 IRC-approved applications; progress on supply

## IRC applications for malaria vaccine



- **Strong demand**; good quality proposals
- **Allocation of initial doses complete**: 12 of 14 countries<sup>1</sup> received allocations
- **Potential increase in supply beginning 2024** with accelerated access to potential second vaccine (R21)
- Engagement with **countries on product choice** ahead of R21 pre-qualification
- Alliance working to **establish healthy market**

1. Including 3 MVIP countries; 11 countries receiving full allocation, 1 country receiving partial allocation, 2 countries not yet allocated supply

# From COVAX to COVID-19 vaccination programme in 2024–2025; VIS assessment for Gavi 6.0



## 2023: COVAX in transition

- COVAX committed to support countries' COVID-19 vaccination programmes through end 2023
- PHEIC lifted; countries transitioning from pandemic response to routine disease management



## 2024–2025: COVID-19 vaccination programme (pending Board approval)

- Proposal under Gavi Board consideration to support countries to continue COVID-19 vaccination for high-priority groups in 2024–2025

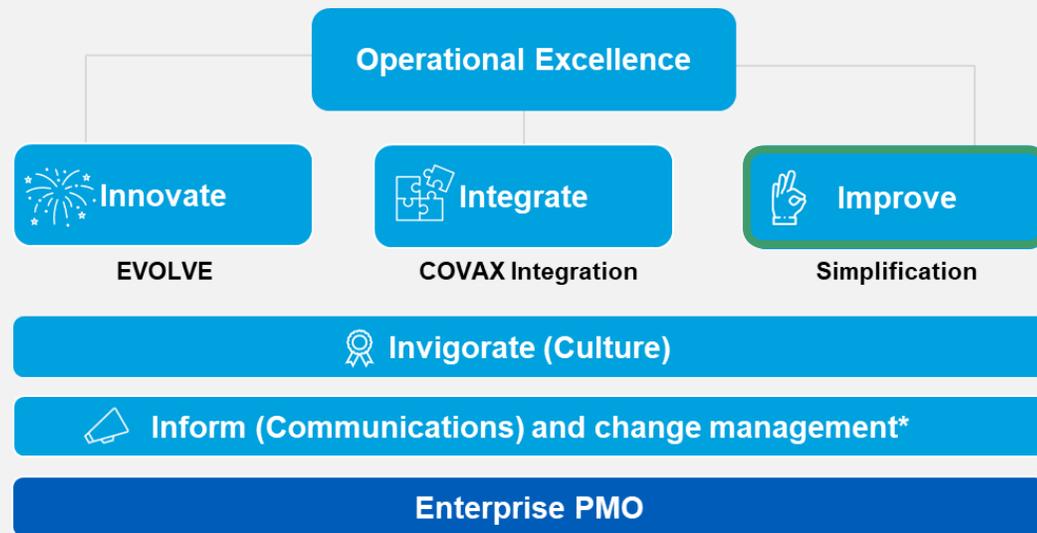


## 2026 onwards: Routine COVID-19 vaccination programme – *for consideration*

- Gavi to revisit COVID-19 vaccination as longer-term programme beyond 2025 through Vaccine Investment Strategy 2024 (VIS 2024) process

# Balanced scorecard: key tool for transparent, systematic overview of Gavi's performance

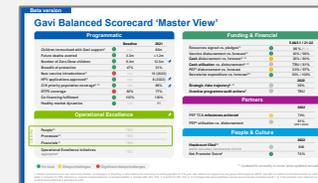
## Operational Excellence framework



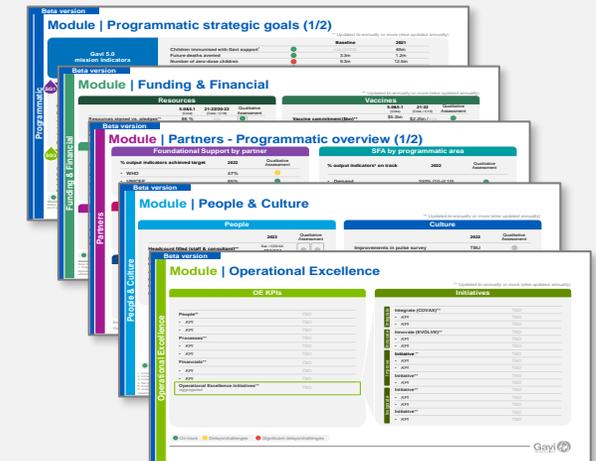
## Deep-dive “improve”: balanced scorecard

Provide **holistic, systematic, high-level view of performance** with **deep-dive modules for governance fora** (inc. Board, PPC, AFC) and **partner engagement**

### Master



### Modules (depending on fora)



# Gavi balanced scorecard (master view)

## Programmatic

		Baseline (2020)	2022
Unique children immunised <sup>1</sup>	●	0	65m (2021)
Future deaths averted	●	0	>1.2m (2021)
Reduction in zero-dose children	●	9.3m (2019)	12.5m (2021)
Breadth of protection	●	47% (2019)	51% (2021)
New vaccine introductions**	●	n/a	16
HPV vaccine applications approved**	●	n/a	2
C19 priority population coverage <sup>2, **</sup>	●	n/a	69%
DTP3 coverage	●	82% (2019)	77% <sup>3</sup> (2021)
Co-financing fulfilment	●	100%	100% <sup>4</sup>
Healthy market dynamics	●	n/a	10

## Operational Excellence

OE KPIs

		2022
Gavi Pulse Survey	●	61% (average score of GPS)
End-to-end time to disburse <sup>5</sup>	●	16.5 months
OPEX optimisation <sup>6</sup>	●	US\$ 120m / US\$ 41m Gavi core / COVAX
Operational Excellence initiatives** <i>aggregated</i>	●	

1. Children immunised covers only routine immunisation, not campaigns 2. Reporting on older adults as the main proxy for priority population for C19 given older adults is the largest of the two groups: 2022 targets for AMC91 were 80% for Health Care Workers and 65% for older adults 3. Early administrative reports on 2022 DTP3 vaccination show signs of recovery with increased vaccinations vs pre-pandemic 4. Pending decision on waiver request for South Sudan 5. E2E time to disburse: From Application to Disbursement, cash grants only HSS, EAF, VIGs, Ops 6. Operating Expenditure is Secretariat operating expenditure excl. PEF OPEX (Studies & Evals), including IFFim 7. Exception for CDS: disbursed vs. envelope instead of forecast, no forecast available 8. Includes HSS, EAF, CDS 9. Includes FS, SFA, TCA; Only for Core partners 10. % of strategic risks (those published in annual report) that have increased recently 11. Recommendations addressed to implementing countries 2015-Sep 2019, represents available data updated to September 2019 12. Includes all partners, WHO and UNICEF TCA milestones achieved 'on track' with 76% 13. Approved FTE, excl. vacancy factor of 5%; 14. Net promoter score: Pulse Survey (I would recommend Gavi as a good place to work)

## Funding & financial

		5.0&5.1 / Q1 23
Resources signed v. pledges**	●	86% / n/a
Vaccine disbursement v. forecast**	●	46% / 106%
Cash disbursement v. forecast <sup>7, **</sup>	●	31% / 42%
Cash utilisation v. disbursement <sup>8, **</sup>	●	n/a / 90% (Dec 2022)
PEF <sup>9</sup> disbursement v. forecast	●	35% / 59%
Secretariat expenditure v. forecast**	●	36% / 76%
<i>Risk &amp; Audit update</i>		<b>2022</b>
Strategic risks trajectory <sup>10, **</sup>	●	39%
Overdue programme audit recommendations <sup>11</sup>	●	152 (Mar 2023)

## Partners' Engagement Framework (PEF)

		2021-2022
PEF TCA commitment	●	42%
PEF TCA milestones achieved <sup>12</sup>	●	60% (2022)
PEF <sup>6</sup> utilisation v. disbursement	●	88%

## People & culture

		2022
FTE <sup>13, **</sup> Gavi staff + Gavi consultants/COVAX	●	390+130 / 130 Gavi core / COVAX (end Feb. 2023)
Net Promoter Score <sup>14</sup>	●	74%

● On track ● Delays/challenges ● Significant delays/challenges ● No target/TBD

\*\* Updated bi-annually or more (else updated annually)

# Vaccine Alliance: alignment more critical than ever

Coming out of three years of pandemic, to deliver on our 2023 must-wins:

tightening our engagement;  
leveraging our comparative advantages

Alliance Health survey  
planned for later this year

regular Alliance Leaders meetings  
to unpack challenges, bring us together  
as cohesive team



# Gavi Secretariat developments



**Derrick Sim**  
MD for Vaccine Markets  
& Health Security

Joined Gavi as Director for Vaccine Supply & Demand team, then served as acting MD of COVAX Facility since July 2022

Started 1 March 2023



**Kelechi Ohiri**  
MD for Policy, Programme  
Design & Delivery Support

Joined Gavi as member of Programme and Policy Committee (PPC) and Partnerships Team

Started 12 June 2023



**Laura McKeaveney**  
Chief People &  
Experience Officer

Elevated role as part of our Operational Excellence journey

Started 1 May 2023



**Maria Thestrup**  
Chief Risk Officer

Elevated role as part of our Operational Excellence journey

Started 18 May 2023

# External dynamics, implications for Vaccine Alliance



## Health emergency in Sudan



## Transitioning country concerns



## COVAX evaluation

### Final Report



COVAX Facility and AMC Formative Review and Baseline Study

## G7, G20 engagement



## Medical countermeasures (MCM) platform

WHO design and consultation process on a new medical countermeasures platform for pandemics



## Pandemic treaty

Pandemic prevention, preparedness and response accord



# Looking ahead: a new era of poly-epidemics

Science and systems can  
help prevent disease,  
close immunisation gap



Climate change &  
vector-borne diseases



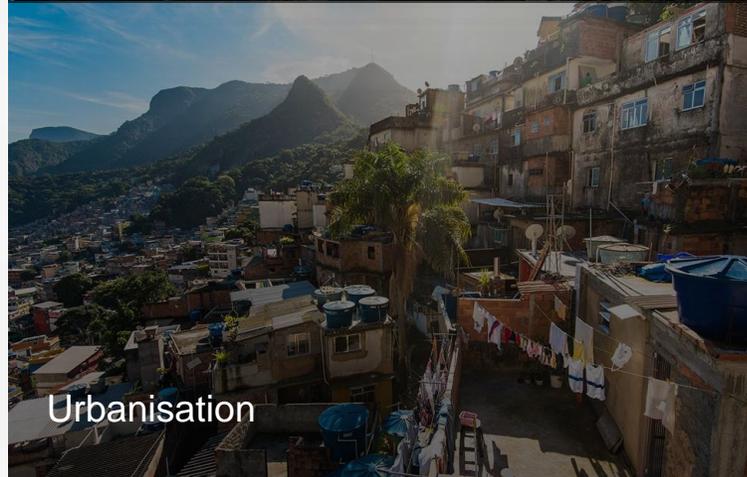
Natural disasters



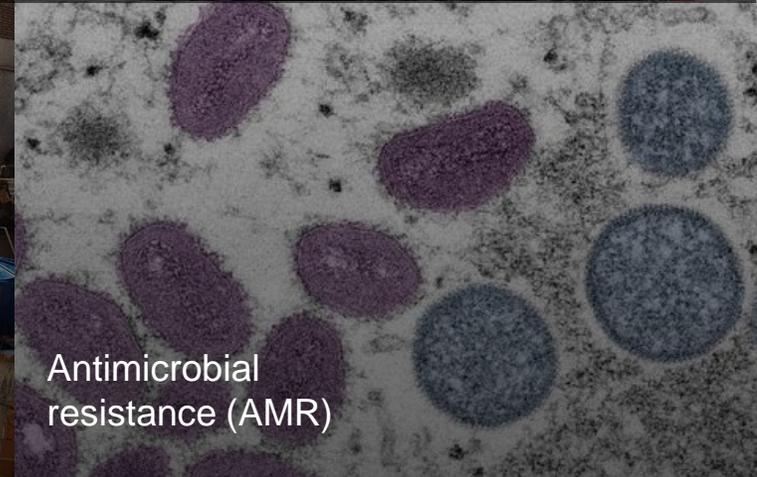
War & conflict



Displacement & migration



Urbanisation



Antimicrobial  
resistance (AMR)

# Memories of my 12 years at Gavi



# Strategy, programmes & partnerships (SPP) presentation

AURÉLIA NGUYEN

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



*Nurse administers rotavirus vaccine to a child in Kausa vaccine point, Maharashtra, India. Credit: Gavi/2023*

# Gavi balanced scorecard (programmatic module)

## Gavi 5.0 mission indicators

		Baseline (2020)	2021
Unique children immunised <sup>1</sup>	●	0	65m
Future deaths averted	●	0	>1.2m
Reduction in zero-dose children	●	9.3m (2019)	12.5m
Future DALYs <sup>2</sup> averted	●	0	>59m
Economic benefits unlocked	●	0	>US\$ 18.9bn

SG1

### Strategic goal 1

### Introduce and scale up vaccines

		Baseline (2019)	2022
Breadth of protection	●	47%	51% (2021)
New vaccine introductions**	●	n/a (2020)	16
• HPV vaccine applications approved**	●	n/a	2
• Malaria applications approved**	●	n/a	3
Timely outbreak detection	●	25% <sup>3</sup>	27.6% (2021)
Measles campaign coverage	●	25%	37.3% (2021)

SG2

### Strategic goal 2

### Strengthen health systems

		Baseline (2019)	2021
DTP3 coverage	●	82%	77% <sup>6</sup>
Geographic equity of DTP3	●	67%	62%
DTP drop-out	●	6%	7%
MCV1 coverage	●	81%	77%

SG3

### Strategic goal 3

### Improve sustainability

		Baseline (2021)	2022
Co-financing fulfilment	●	100% (2020)	100% <sup>4</sup>
Preventing backsliding in Gavi-transitioned countries	●	8 countries <sup>5</sup>	TBU
Vaccine intros in transitioned & never-eligible countries	●		-

SG4

### Strategic goal 4

### Ensure healthy markets

		Baseline	2022
Healthy market dynamics	●	n/a	10
Incentivise innovations	●	n/a	9
Scale up innovations	●	n/a	2

1. Children immunised covers only routine immunisation, not campaigns. 2. Disability-adjusted life years. 3. Baseline for timely outbreak detection is average of 2018–2020. 4. Pending decision on waiver request for South Sudan. 5. Baseline for preventing backsliding set for 2021 as of July 2022. 6. Early administrative reports on 2022 DTP3 vaccination show signs of recovery with increased vaccinations versus pre-pandemic.

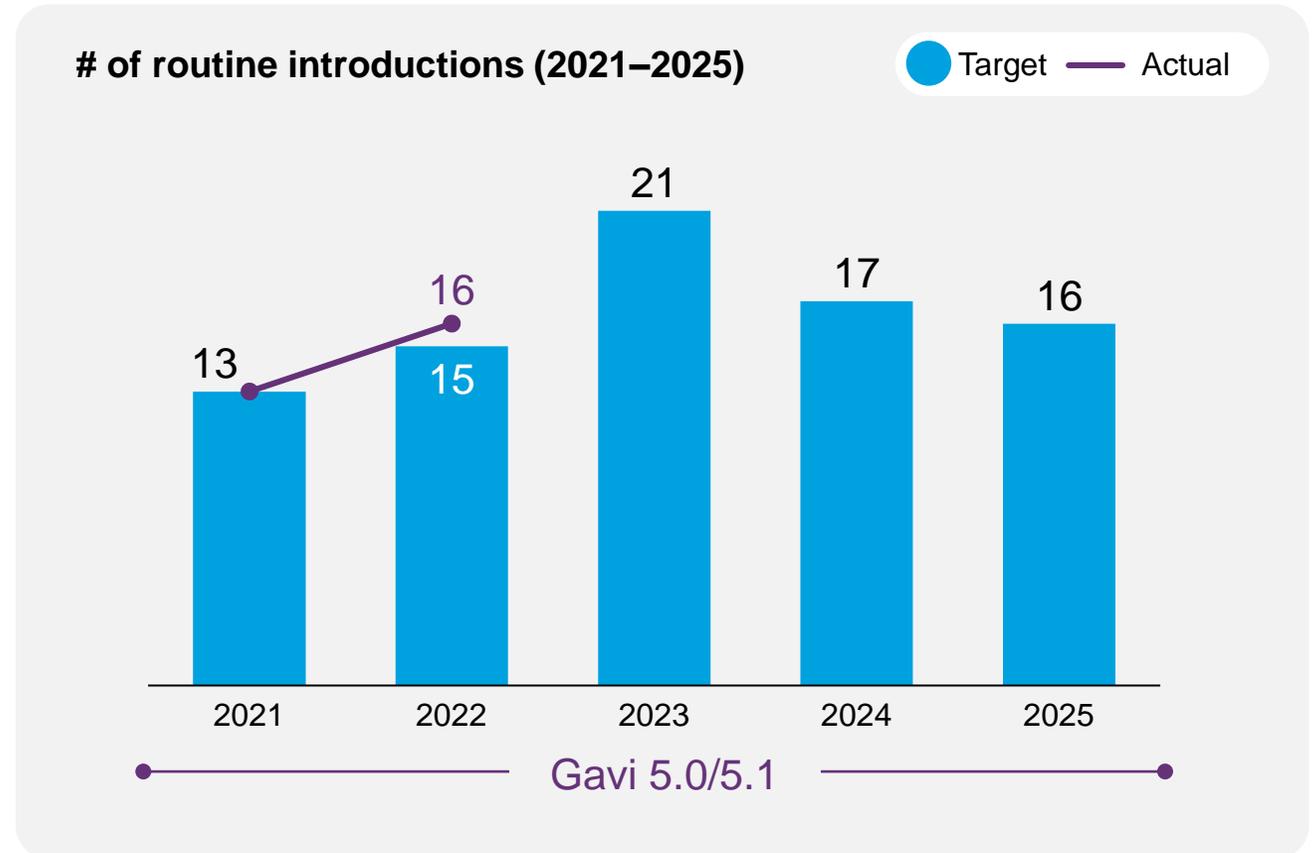
● On track ● Delays/challenges ● Significant delays/challenges ● No target/TBD

\*\* Updated bi-annually or more (else updated annually)



# Countries continue to prioritise routine introductions, exceeding targets for 2022

- Overall, **routine vaccine introductions on track to achieve Gavi 5.0/5.1** cumulative target of 82
- Introductions of second dose of **measles-containing vaccine (MCV2)** key driver of performance
- **23 preventive vaccination campaigns** also supported in 2022

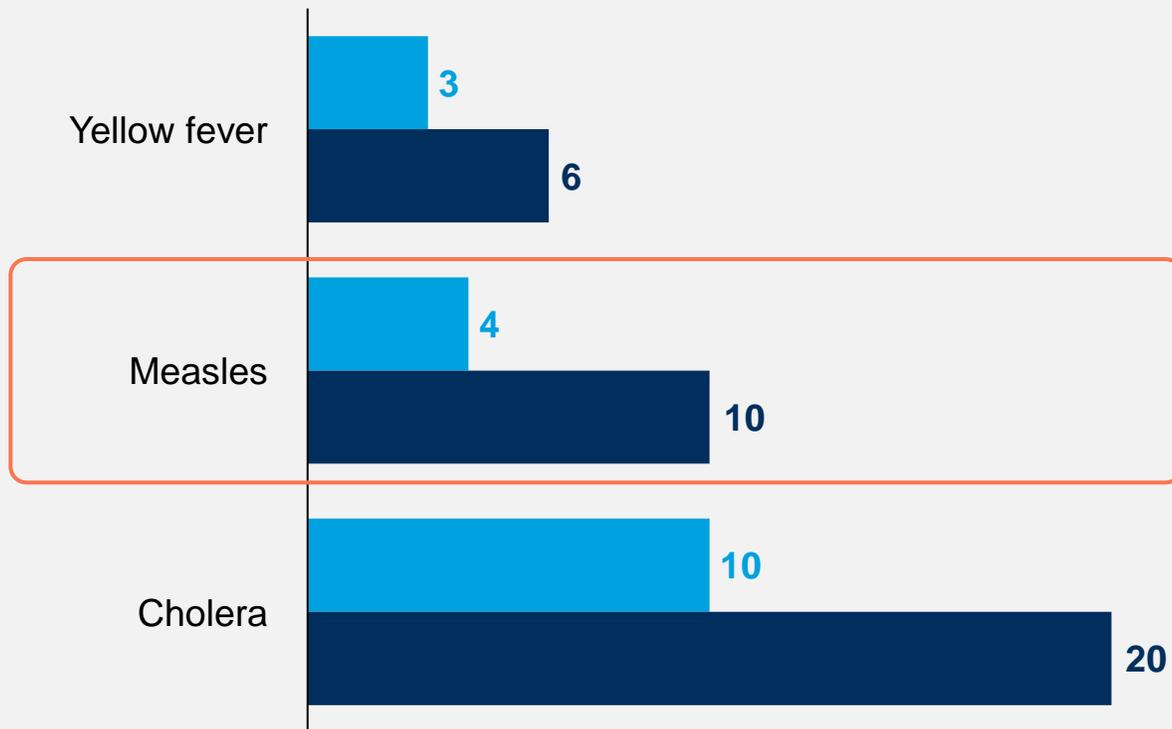




# Outbreaks on the rise, representing top risk for Alliance

# of outbreaks (non-exhaustive)

● 2021 ● 2022



- Disruptions to routine immunisation, delays in campaigns **increased number of measles-susceptible children and thus outbreaks**
- **Improving quality, reach of campaigns** remains top priority
- Process improvements needed to **deliver timely campaigns**

Based on PPC guidance, the Secretariat and Alliance partners will move ahead with operationalising timely measles campaign efforts and revisit the Board-approved risk appetite statement for formal decision during next Board cycle in December 2023

Note: Other outbreaks in 2022 not shown in chart include 2 Ebola and 2 Marburg outbreaks



# VIS 2018 paused & delayed vaccines

## Hepatitis B birth dose, rabies PEP, DTP-containing boosters

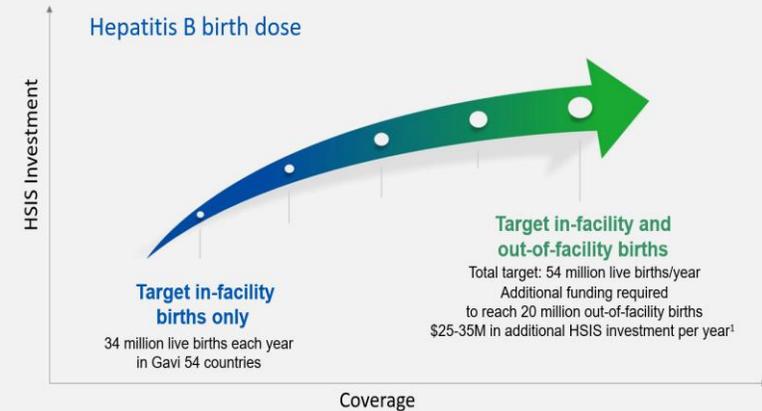
### Considerations for sequenced unpausing

- ✓ Public health impact
- ✓ Country demand
- ✓ Reputational, organisational risk
- New delivery timepoints (associated challenges, costs)
- Countries' competing priorities
- Trade-offs

### PPC feedback & next steps

- PPC support to unpause
- More than one programme at a time and faster, with lower level of ambition
- Next steps: discussions with technical Alliance partners on feasibility of recommendations

### Range of ambition for hepatitis B birth dose (illustrative example)



### Delayed vaccines

**Respiratory syncytial virus (RSV): mAb & vaccine** – licensure expected: 2023; prequalification (PQ) expected: Q1 2024

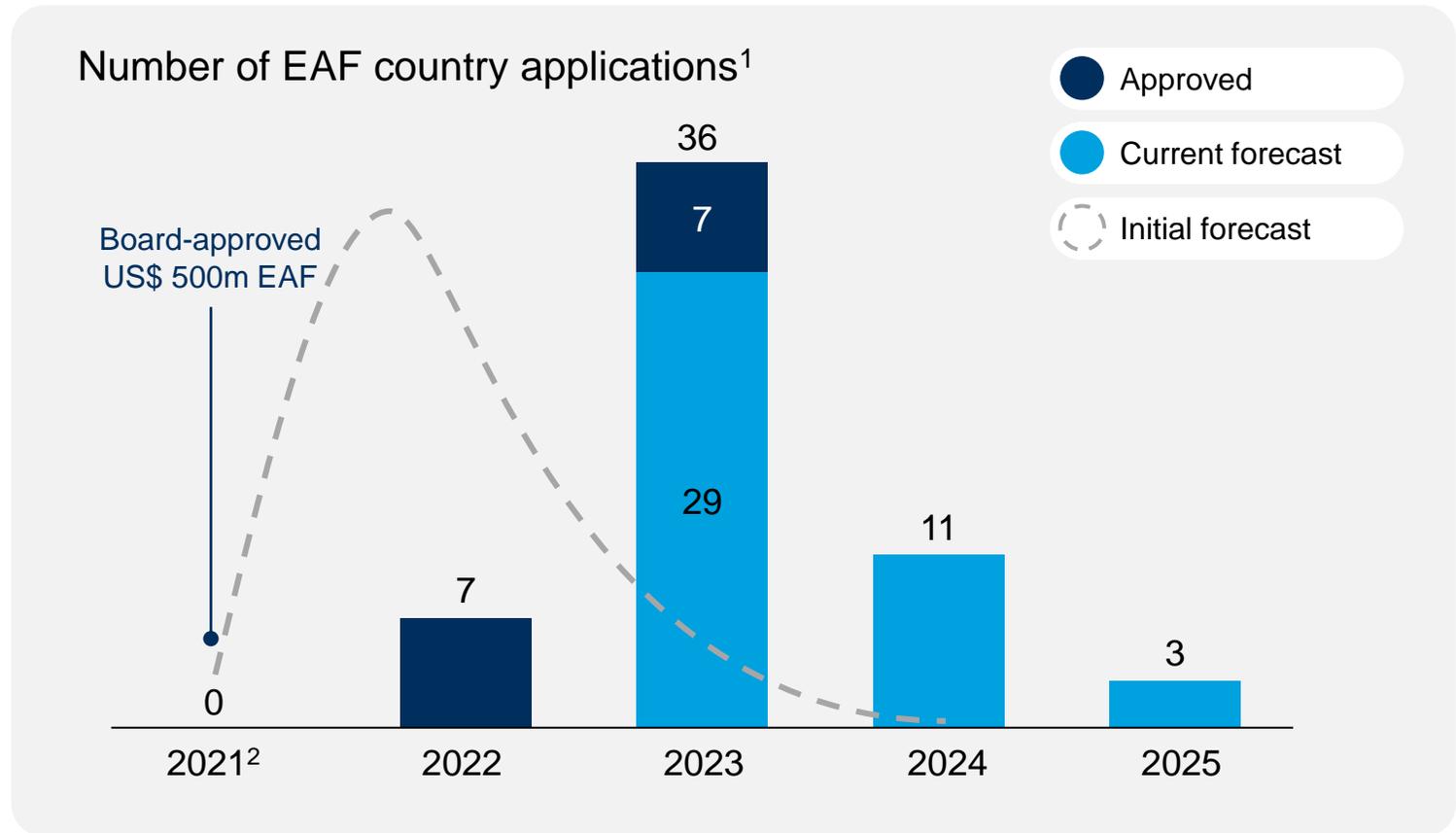
**Multivalent meningococcal conjugate vaccine (MMCV): MenACWYX product** – campaigns PQ expected: Q3 2023; EPI use PQ expected: Q2 2024

**Preventive oral cholera vaccine (OCV)** – support window opened: H1 2023; first applications expected: H2 2023



# Given pandemic-related delays, proposal to extend timeline for EAF disbursement beyond Gavi 5.1

- COVID-19 **delayed country applications** for EAF by ~2 years
- **Significant ramp-up in 2023**
- So far, **strong quality of applications**
- Given application delays, request **extension for EAF disbursements to end 2027** to ensure sufficient runway for quality implementation



1. Current outlook based on anticipated country timelines; these may shift year on year based on progress in countries  
2. Excludes ZIP applications which constitute US\$ 100m of the US\$ 500m in EAF support for which implementation is underway



# Despite strong performance on co-financing, risks for countries in accelerated transition

## 2022 co-financing performance

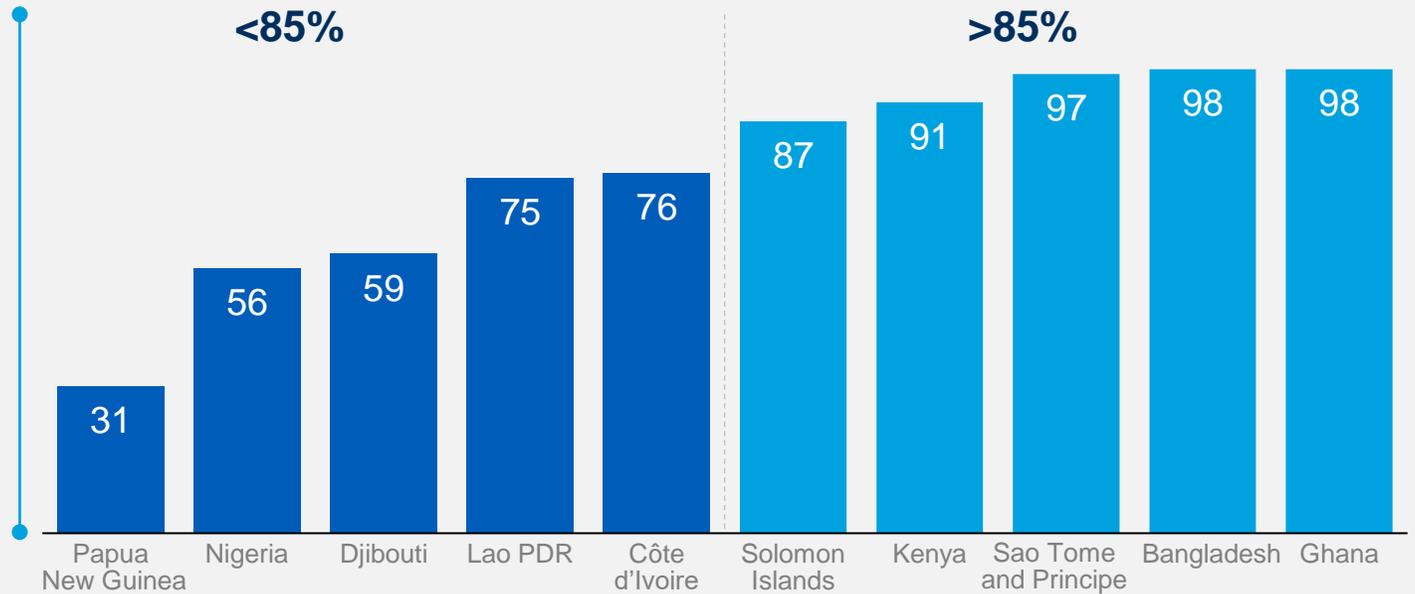


countries' co-financing contributions



approved v. 6 in 2021

## DTP3 coverage (2021) of accelerated transition countries



Gavi 6.0 strategy design: opportunity to reflect on eligibility and transition model

# SG4 target met; supply issues in several vaccine markets show need for continuous market shaping

## 2022 market health for vaccines and related products

Acceptable

Unacceptable<sup>1</sup>

Penta Hexa TCV JE MenA M/MR YF IPV PCV CCE Rota HPV Cholera Malaria

**Rotavirus downgraded:** significant **supply disruptions** in seven countries **necessitating product switches**; Alliance **working with suppliers to mitigate** further risks.

**HPV:** unmet demand expected to resolve with **imminent supply increases**, adoption of **single-dose** schedule; **anticipated positive impact** on HPV vaccine programme revitalisation.

**Cholera:** despite supply increases in recent years, **surge in outbreaks** pushed limits of available **oral cholera vaccine (OCV)**; 2022 outbreak demand is prioritised, delaying preventive campaigns.

**Malaria:** **RTS,S supply limitation**; **speeding up access to additional supply** through efforts to accelerate RTS,S tech transfer, access to forthcoming second vaccine (R21).

1. A total of three vaccine markets are now assessed as unacceptable, requiring further intervention: rotavirus, oral cholera vaccine (OCV) and malaria; the human papillomavirus (HPV) vaccine market is assessed as unacceptable with conditions for improvement

# Recommendation

The Gavi Alliance Programme and Policy Committee recommends to the Gavi Alliance Board that it:

- a) Approves a two-year extension to the Board approved US\$ 500 million in Equity Accelerator Funding (EAF) enabling countries to receive EAF disbursements until 2027, recognizing that the COVID-19 pandemic has delayed design and implementation of EAF grants.

# Goodbye to Seth

