

CEO'S REPORT, INCLUDING STRATEGY, PROGRAMMES AND PARTNERSHIPS

BOARD MEETING

Sania Nishtar

4-5 December 2024, Bali, Indonesia

gavi.org



Adan is the first child to receive
malaria vaccine in Sudan
4 November 2024

UNICEF/2024/Ahmed Mohamdeen Elfatih

CEO Board Update

Operating context: challenges and opportunities

- **Operating context:** impact on Gavi and implementing countries
- **Conflict, fragility and risk:** global risk elevated; global economic picture mixed; new opportunities, technology and innovations to address challenges

Strategic and programmatic performance

- **Mission indicators:** strong performance, on track (except reaching zero-dose children); most Gavi 5.0/5.1 targets on track (except DTP3 & MCV1 coverage)
- **Must-wins:** significant progress on revitalised HPV vaccine programme (on track to reach 86m girls by end 2025); 23 malaria vaccine applications approved; funding for 'The Big Catch-up' fully committed

Embracing the future

- **180-day plan achievements:** launched key reforms, initiatives
- **2025 priorities:** Gavi 5.1 delivery, getting ready for Gavi 6.0, successful replenishment, build a stronger Secretariat
- **Getting ready for Gavi 6.0:** five workstreams to operationalise strategic and operational shifts
- **Building a stronger Secretariat:** leadership structure, SLT, decision-making, delivery architecture

1

Operating context: challenges and opportunities

Gavi's current operating context: challenges and opportunities

Conflicts, fragility & vulnerability; emergency response

"Polio is haunting Gaza as vaccination campaign resumes"
IFRC/2024



Infectious disease outbreaks

"Meet the global oral cholera vaccine stockpile"
Gavi/2023/Kelvin Juma



Public Health Emergency of International Concern: mpox

"Mpox in the DRC: vaccination at the heart of the response"
Gavi/2024/Ricky Ombeni



Continued focus on global health security, Universal Health Coverage

"How the lessons of COVID-19 ensured a rapid vaccine response to the mpox outbreak"
Gavi/2021/Olga Khrustaleva



Climate crisis

"In Nepal, climate change is shadowed by two decades of surging dengue"
Gavi/2024/Pragya Timsina



Lusaka Agenda: countries at the centre

"Crossing frontlines to deliver life-saving vaccines in Sudan"
Save the Children



Fiscal constraints; high debt levels

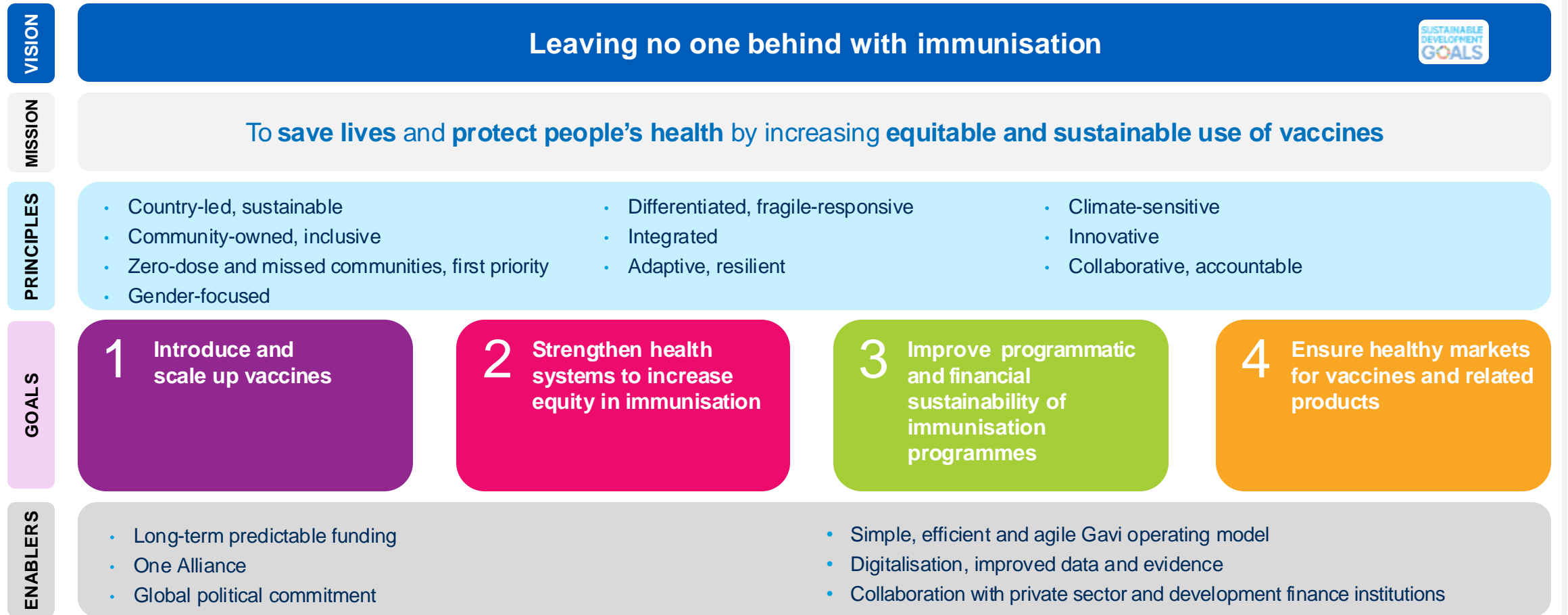
"Five ways in which vaccines can protect us amid climate change"
Gavi/Asad Zaidi



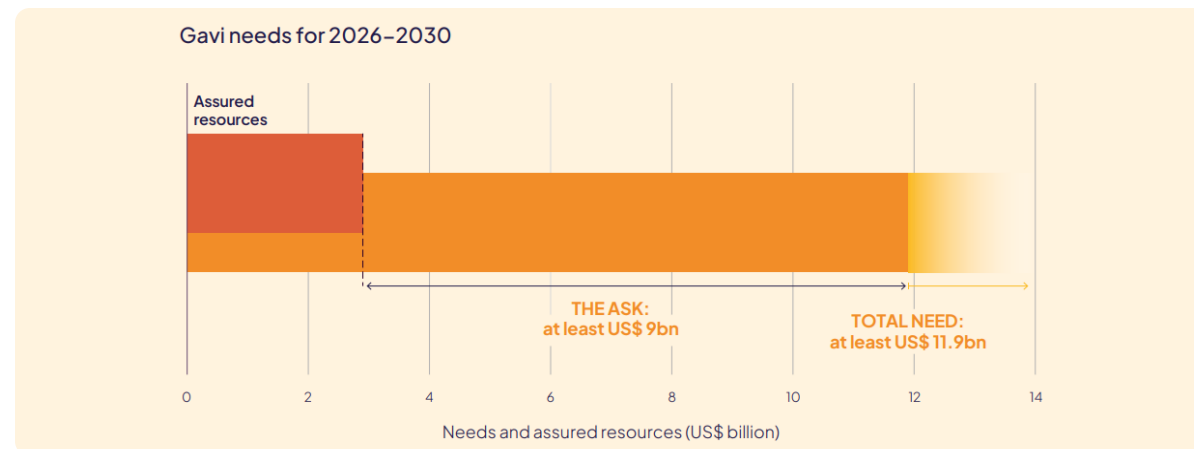
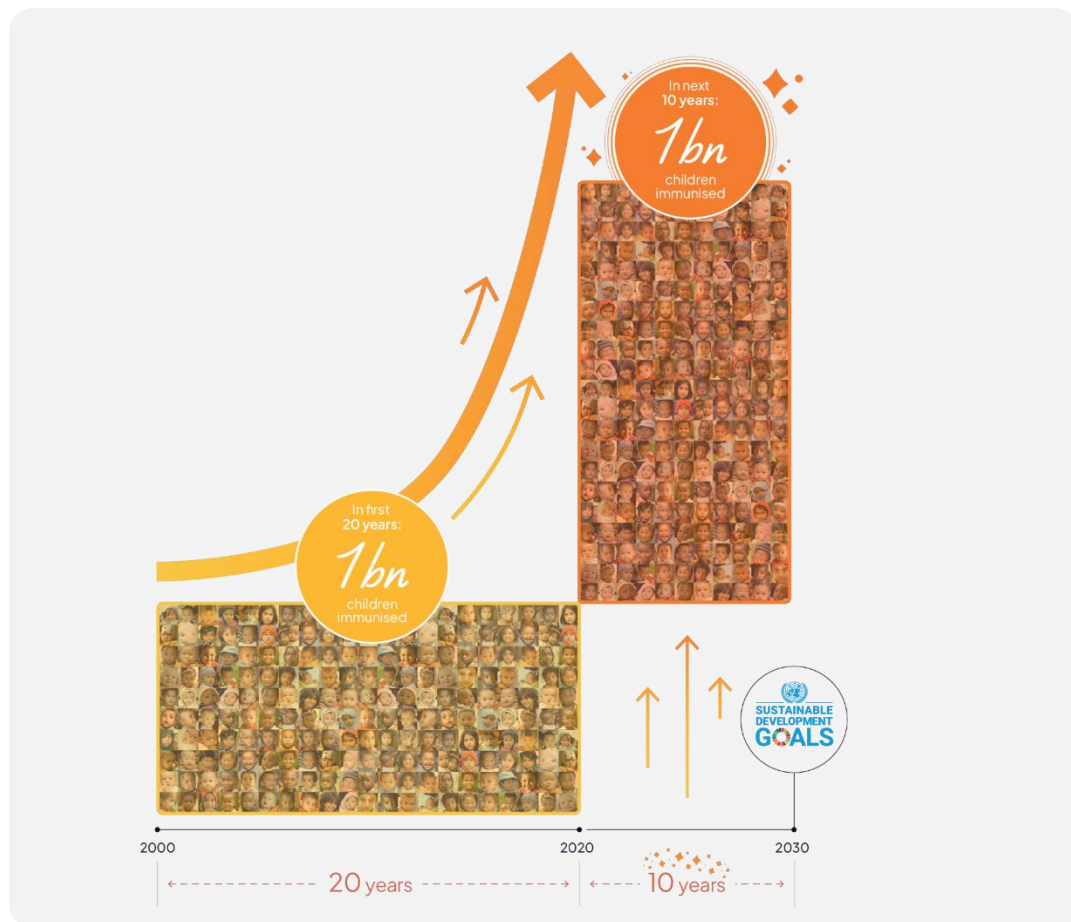
All headlines and photos on this slide from Gavi's VaccinesWork platform (gavi.org/VaccinesWork)

Board approved Alliance 2026–2030 strategy in June to protect 500 million children, save >8 million lives

Gavi 6.0 strategy one-pager (2026–2030)



Investment Opportunity 2026–2030 ask: >US\$ 9 billion in new resources



- >US\$ 9 billion is on top of US\$ 2.9 billion in assured resources
- Reaching US\$ 2.9 billion in assured resources requires transfer or authorised use of COVAX AMC surplus for 2026–2030
- Early pledges made to date: ~US\$ 2.8 billion

Recent assessments and recognition

Latest FCDO review scores



Foreign, Commonwealth
& Development Office

IFFIm 2023 score

A+ “exceeded expectations”

Gavi 2023 score

A “outputs meet expectations”



2024 Aid Transparency Index
“Very good” (highest category)

ranking 12 out of 50 major international
development organisations reviewed



2024 Global Health 50/50 Report
“Very high performer”
(highest category)

also ‘Consistently strong performer’



Gavi’s 2017–2023 performance rating: **“Satisfactory”**
across all 12 key performance indicators

*Assessment by network of 22 member states (21 of which Gavi donors),
with Republic of Korea, Sweden & USA as institutional leads*

2

Strategic and programmatic performance

Gavi 5.1: latest data shows impressive achievements despite global challenges, 2000–2023

>US\$ 1.1 billion

children vaccinated through routine programmes



>US\$ 1.9 billion

vaccinations through preventive vaccination campaigns



>US\$ 18.8 million

future deaths averted



>US\$ 250 billion

in economic benefits generated in the countries we support





Programmatic

		Baseline (2020)	2023	
Unique children immunised		0	>205m (21-23)	①
Reduction in Zero Dose children		9.3m (2019)	11m	
Future deaths averted		n/a	> 3.7m (21-23)	
Breadth of protection		44% (2019)	56%	
New vaccine introductions**		n/a	60 (5.1 Cumulative)	①
• HPV introductions**		n/a	16 (5.1 Cumulative)	
• Malaria introductions**		n/a	13 (5.1 Cumulative)	
DTP3 coverage		83% (2019)	80%	
Co-financing fulfilment		100%	100%	①
Healthy market dynamics		n/a	10	

Ethics, Risk and Compliance

		Target October 2024	Q3 2024	
Gavi material risk exposure**		n/a	43% (2023)	①
Enterprise Risk Management Strategy		1.5	2.5	①
Ethics & Compliance (E&C) strategy maturity		1.5	1.5	①

Funding, Financial & Audit

		Q3 2024 (YTD)	5.1 Cumulative	
Resources signed vs. pledges**		n/a	93%	
Vaccine disbursements vs. forecast**		109%	69%	
Cash disbursement vs. forecast**		76%	68%	
Cash utilisation vs. disbursement**		127% (US\$ 254m/200.5m)	91% (US\$ 1.5B/1.7B)	①
PEF disbursement vs. forecast**		104%	65%	①
Secretariat expenditure vs. forecast**		87%	72%	①
		Q1 2024	2023	
Overdue programme audit recommendations**		37%	62% (Aug 23)	①

Partners

		5.1 Cumulative	
PEF commitment**		105%	①
PEF utilisation vs. disbursement**		75%	①
PEF Targeted Country Assistance (TCA) milestones achieved		77% (2024)	①

People & Culture

		Q3 2024	
FTE (staff + consultants)**		509.4 staff + 105.2 consultants	①
Net Promoter Score in Gavi People Survey		69	①

Yellow

Gray

Green

Red

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

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

Key insights, priority areas across non-programmatic areas

Ethics, risk & compliance

- Progress achieved: **mitigating top risks**; developing & implementing **enterprise risk management (ERM) strategy**; Ethics & Compliance (e.g. **PSEAH Policy**; **Policy Reform initiative**)
- Continued attention required to ensure **cross-organisational engagement** for operationalisation

Funding, financial & audit

- **Cash disbursements behind forecast**; focused attention while monitoring cash balances
- **Vaccine programme disbursements above forecast**; high demand from countries raises risk of programmatic demand above forecast; mitigation actions required
- **Secretariat expenditure carefully managed** to ensure stabilisation in 2025

Partners

- **PEF commitment exceeded target** in Q3 2024 due to large programmatic demands
- **Utilisation continues to require attention**: targeted measures driving improvements (e.g. standardised joint reviews with partners)

People & culture

- **Workforce for 2025 informed by internal deep dives and external review**: implementation in progress (e.g. contracts ending)

Balanced Scorecard: programmatic strategic goals

Gavi 5.0 mission indicators

Unique children immunised
Reduction in Zero Dose children
Future deaths averted
Future Disability-Adjusted Life Years (DALYs) averted
Economic benefits unlocked

	Baseline (2020)	5.1 Cumulative	
	0	> 205m (21-23)	①
	9.3m (2019)	11m (2023)	
	n/a	> 3.7m (21-23)	
	n/a	> 180m (21-23)	①
	n/a	> \$52bn (21-23)	

Strategic goal 1

Introduce and scale up vaccines

		Q3 2024 (YTD)	5.1 Cumulative	
New vaccine introductions**	●	18	60	①
• HPV introductions**	●	2	16	
• Malaria introductions**	●	13	13	
		Baseline (2019)	2023	
Breadth of protection	●	44%	56%	
Timely outbreak detection	●	25% (2018-20)	18%	①
Measles campaign reach	●	37.3% (2021)	75.0%	

Strategic goal 2

Strengthen health systems

		Baseline (2019)	2023	
DTP3 coverage	●	83%	80%	
Geographic equity of DTP3	●	67%	69%	
DTP dropout	●	6%	7%	
MCV1 coverage	●	81%	78%	

Strategic goal 3

		Baseline (2021)	2023	
Co-financing fulfilment	●	100% (2020)	100%	①
Preventing backsliding in Gavi-transitioned countries	●	9 countries	10 countries	①
Vaccine intro in MIC countries**	●	n/a (2022)	7 (5.1 Cumulative)	①

Strategic goal 4

Ensure healthy markets

		2023	
Healthy market dynamics	●	10	
Incentivise innovations	●	10	
Scale up innovations	●	3	

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

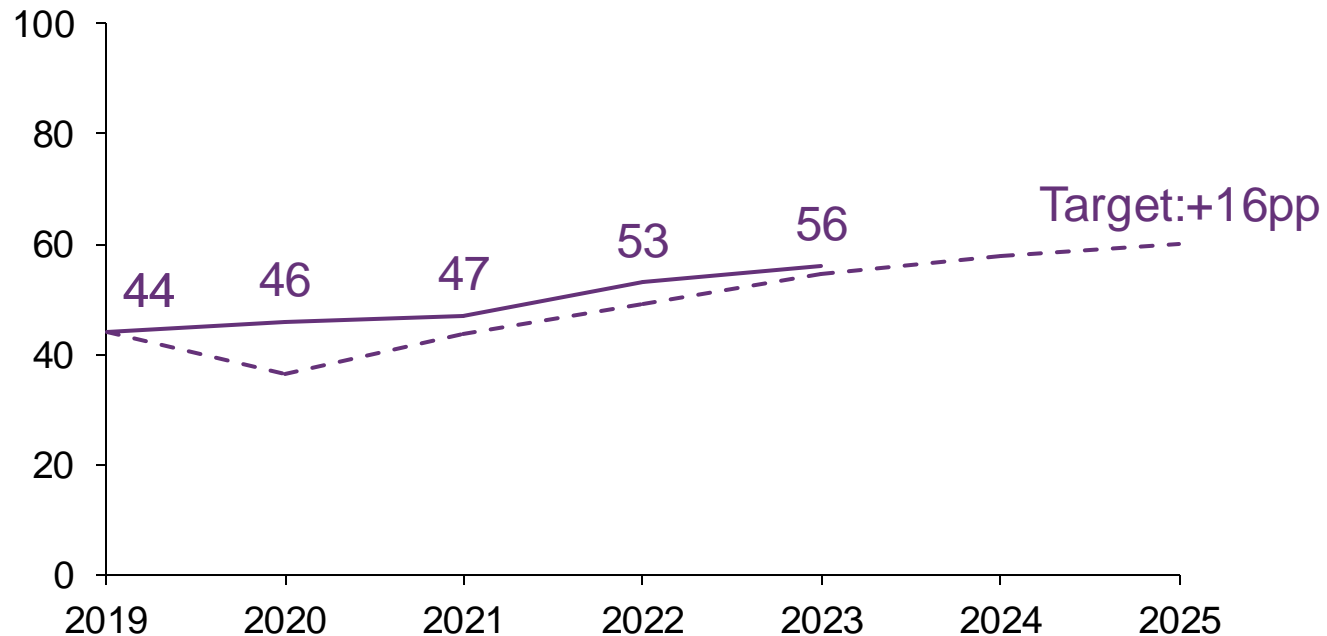
** Updated bi-annually or more (else updated annually)



Increased breadth of protection; testament to countries' focus on new introductions, scale-up

Breadth of protection in Gavi57 countries

%, 2019-2023



Source: WUENIC July 2024 release; reference Gavi's 2023 Annual Progress Report (APR)

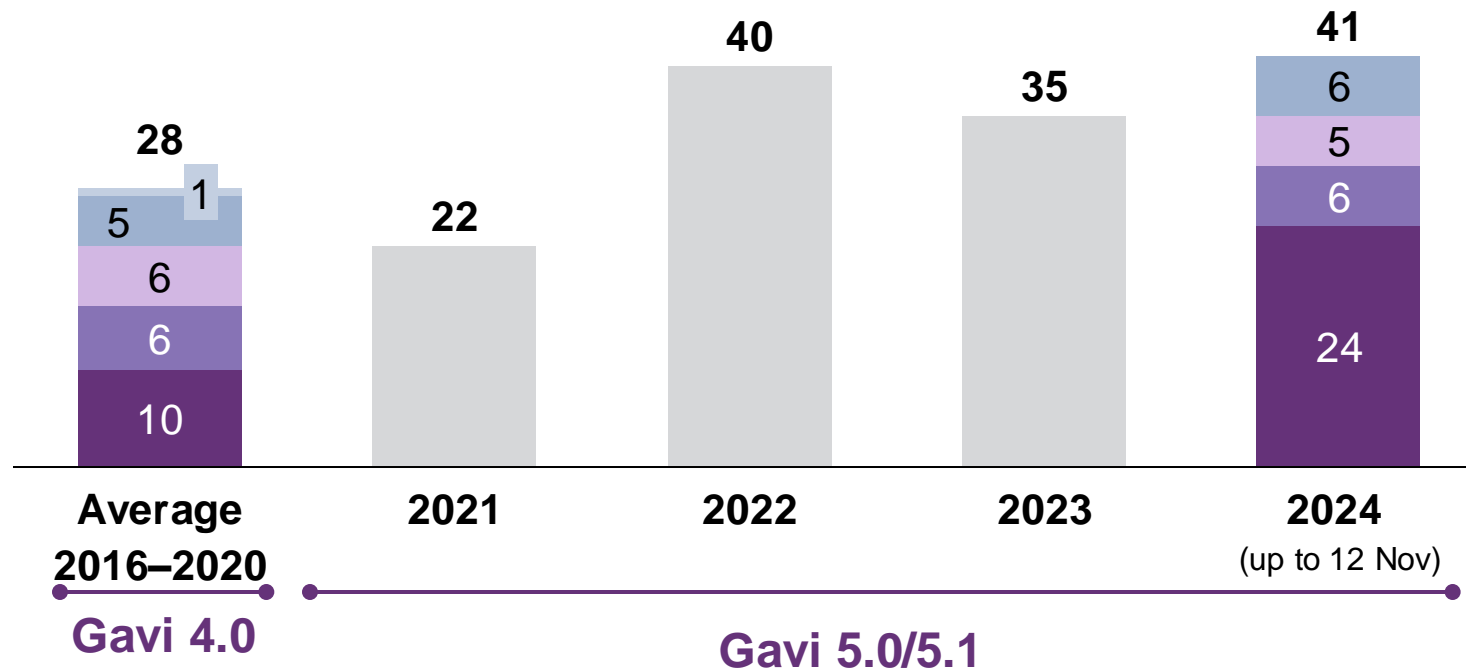
Breadth of protection **increased by 3pp** in 2023 to 56%, remaining **on track** for Gavi 5.0/5.1 target



Outbreaks: still above Gavi 4.0 levels; a top risk for the Alliance

of approved outbreak response requests supported by Gavi through global mechanisms¹

2021–2024 vs Gavi 4.0 average (2016–2020)



41 outbreak responses approved in 2024; continued pressure on vaccine supply, country capacity

Cholera Measles & rubella Yellow fever Meningococcus Ebola



Yellow fever: growing immunity gap targeted vaccination campaigns (recommended by SAGE, EYE)

Scenario		Target	Deaths averted ¹	Total cost
1	Maximise public health	National Non-selective 9m–45y	~14,000	~ US\$ 400 million
2	Maximise cost-effectiveness	National Selective 9m–15y	~ 6,500	US\$ 30 million
3	Differentiated, country-tailored	Geography, selectivity, age group vary per country	~9,000	~US\$ 110 million
				Preferred scenario



Malaria vaccines: rapid pace of introductions in 2024



17 countries introduced malaria vaccines sub-nationally with Gavi support by Dec. 2024



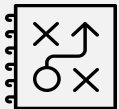
2 WHO-prequalified vaccines rolling out: supply expected to meet demand



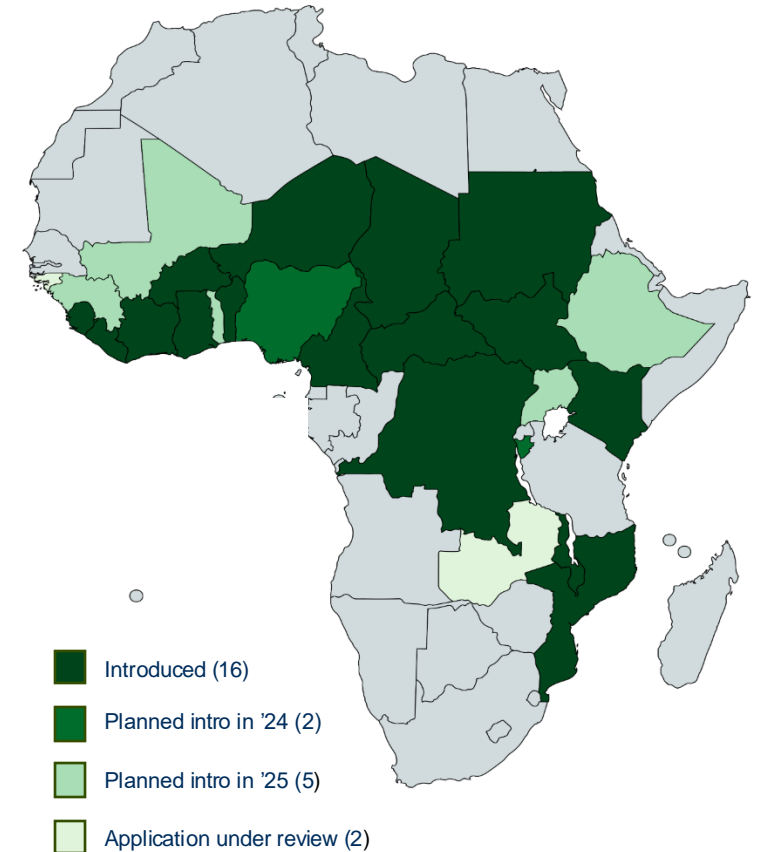
Countries supported through **targeted technical assistance, stronger partnerships**



Published **joint Gavi-Global Fund guidelines** on programme support & co-financing



Refined **Gavi scope, programme design**





HPV vaccine: on track to reach 86m girls by end 2025

● On track ● Delays/challenges ● Significant delays/challenges

Progress on 5.0/5.1 milestones	Actual	Target (2025)	Status
Girls fully immunised	>27.3 million ¹	/ 86 million	●
National routine introductions	16	/ 27	● ²
Multi-age cohort (MAC) vaccinations	14	/ 28	● ²
IRC applications approved	18	/ 22	●
Targeted Country Assistance (TCA) contracted	33	/ 35	●
Health system strengthening (HSS) support	14	/ 16	●

Key highlights

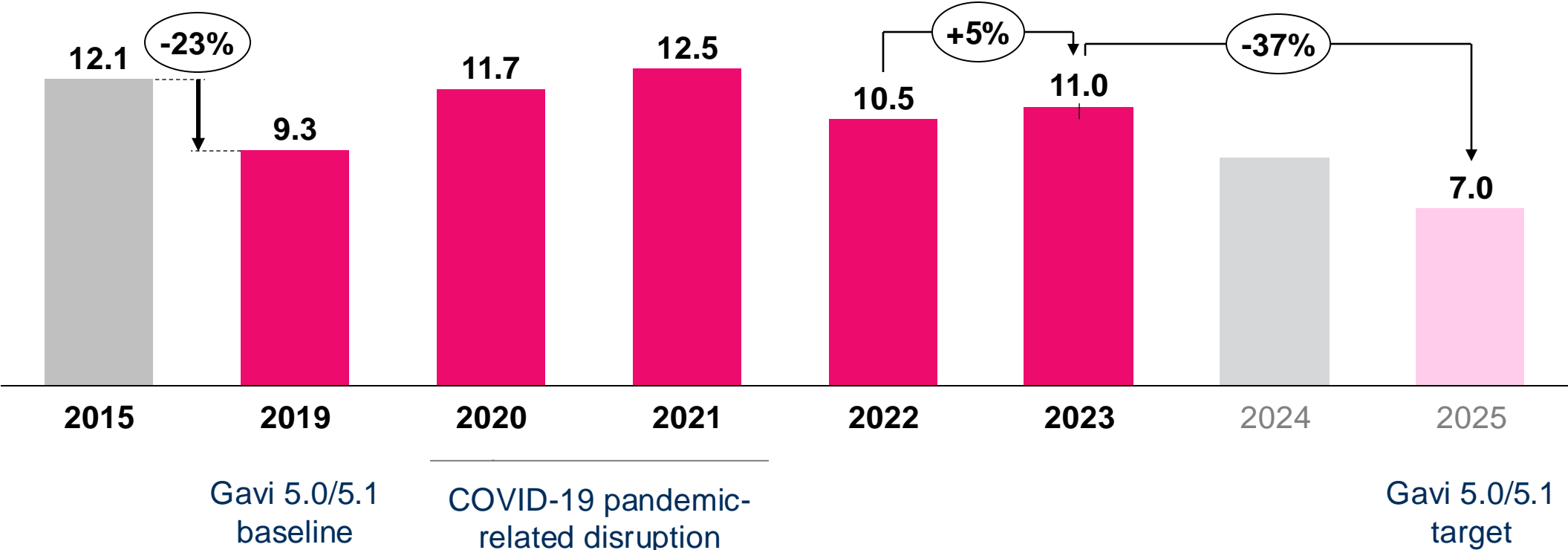
- Between 2014 and 2023, >27.3 million girls reached (14 million in 2023 alone)
- Timely allocation of doses and execution of planned introductions in 2025 crucial to meet 86 million target

¹ Until 2023 ² Within reach in 2025; however, achieving target number of routine and MAC launches will be challenging due to the high number of launches required in 2025



Zero-dose children: increased by 5% in 2023; must redouble efforts on zero-dose and catch-up agendas

Number of zero-dose children across Gavi57 countries
millions



Source: July 2024 WUENIC data; 2025 target is based on 25% decrease from 2019 (while 2030 on a 50% decrease)



‘The Big Catch-up’ (BCU): strong progress

● On track ● Delays/challenges ● Significant delays/challenges

Actual	Target (2025)		Status
35	/	25	countries approved for BCU support
80m	/	150 million	doses shipped
19	/	25	countries started implementation ¹
~US\$ 20 million	/	-	technical assistance approved for 20 countries and regional offices

Key highlights

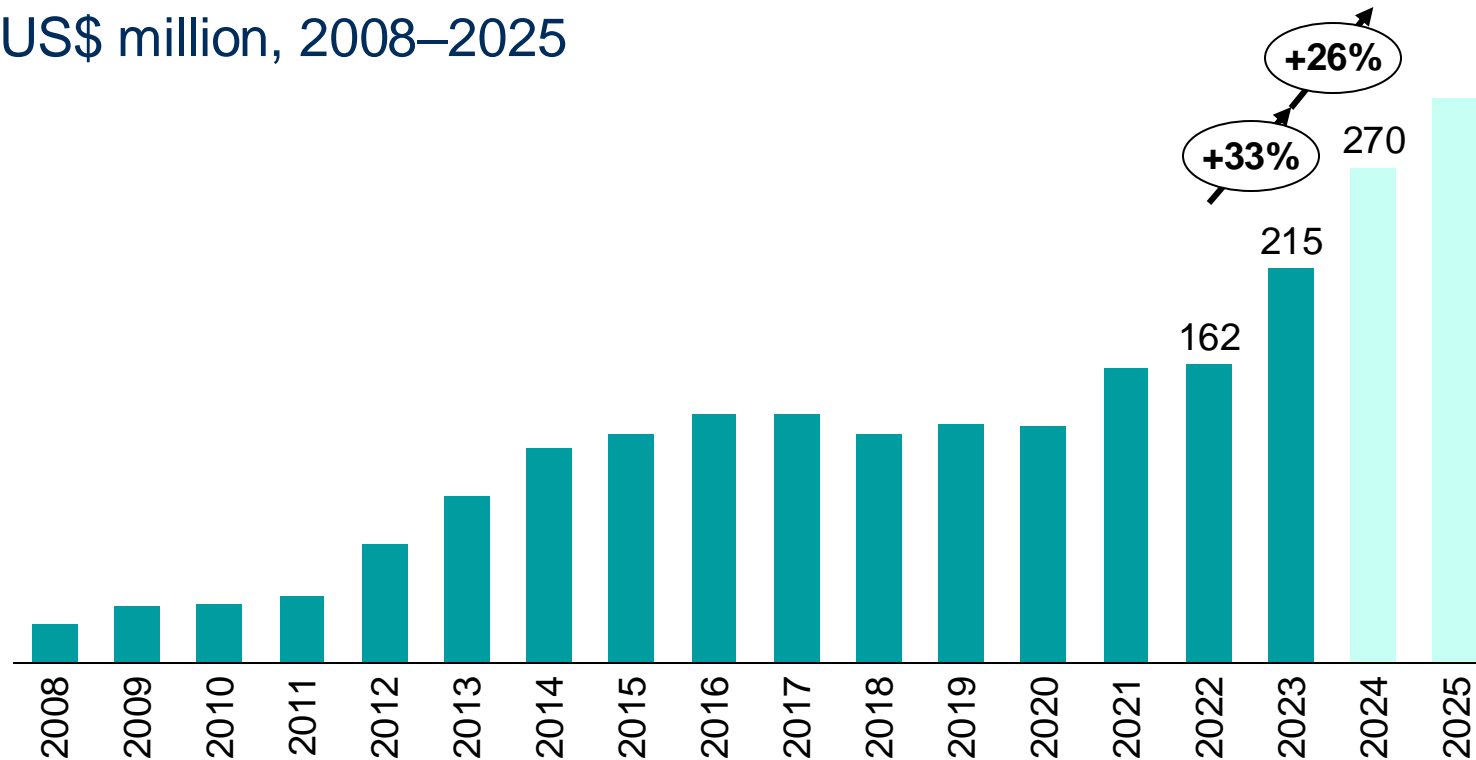
- **US\$ 290 million** funding envelope **fully committed**
- **19 of 35 approved countries** have started implementation
- **~15% of country targets² reached** by end September for countries reporting



Countries met co-financing obligations in 2023 despite material increase versus 2022

Country co-financing contributions by year

US\$ million, 2008–2025



- Despite macro-fiscal challenges and **33% increase** in co-financing obligations, **100% of countries fully paid** their 2023 obligations, amounting to **US\$ 215 million**
- This excludes **four countries** which received a waiver due to severe humanitarian crises

Funding Policy Review presents for decision:
shifts to ELTRACO model (in preparation for Gavi 6.0)



Nigeria accountability framework under revision in line with Lusaka Agenda



Significant programmatic and financial challenges for initial Nigeria transition led to a **Board-approved Strategy** for Nigeria (2018–2028) and **accountability framework (AF)**



Progress on Nigeria's performance against the AF has been limited from programmatic and health financing perspectives



November 2023 high-level mission concluded AF needs **revision, alignment** with Nigeria Sector-Wide Approach (SWAp)



Proposed draft of new accountability framework: **track ~10-15 indicators** (across programmatic performance, health financing, mutual accountability)

Request to Board: guidance on alignment of AF with SWAp monitoring & evaluation framework



Vaccine markets with ‘unacceptable health’ in 2023 improved in 2024

2023 vaccine market health

Acceptable

Unacceptable¹

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

October 2024 progress update

- **Rotavirus vaccine market** supply-side dynamics improved with availability of a key presentation previously impacted by supply disruptions
- **HPV vaccine market** supply outlook continues to improve; now three suppliers of one-dose schedule vaccines
- **Oral cholera vaccine (OCV) market** supply increased by 30% in 2024 over 2023; mismatch with demand persists as outbreaks take precedence over preventive vaccination campaigns
- **Malaria vaccine** introductions continue apace with careful planning; supply now adequate, with two WHO-prequalified vaccines (RTS,S and R21)

¹ Three vaccine markets now assessed as unacceptable requiring further intervention: rotavirus, OCV, malaria. HPV vaccine market assessed as unacceptable with conditions for improvement

3

Embracing the future:
getting ready for Gavi
6.0, delivering on Gavi
5.1 and strengthening
the Secretariat

180-day plan: achievement of key deliverables and setting in train priority initiatives



Gavi 2025 priorities; building on 180-day plan

1

**Deliver Gavi
5.1 objectives**

Deliver Gavi 5.1 strategic goals & objectives, including programmatic must-wins: reach zero-dose children; restore routine immunisation; catch up missed children; HPV programme revitalisation; malaria vaccine programme roll-out, scale-up

2

**Get ready to deliver
Gavi 6.0**

Drive Gavi 6.0 operationalisation workstreams; unpack Gavi's role in future of immunisation

3

**Build a stronger
Gavi Secretariat**

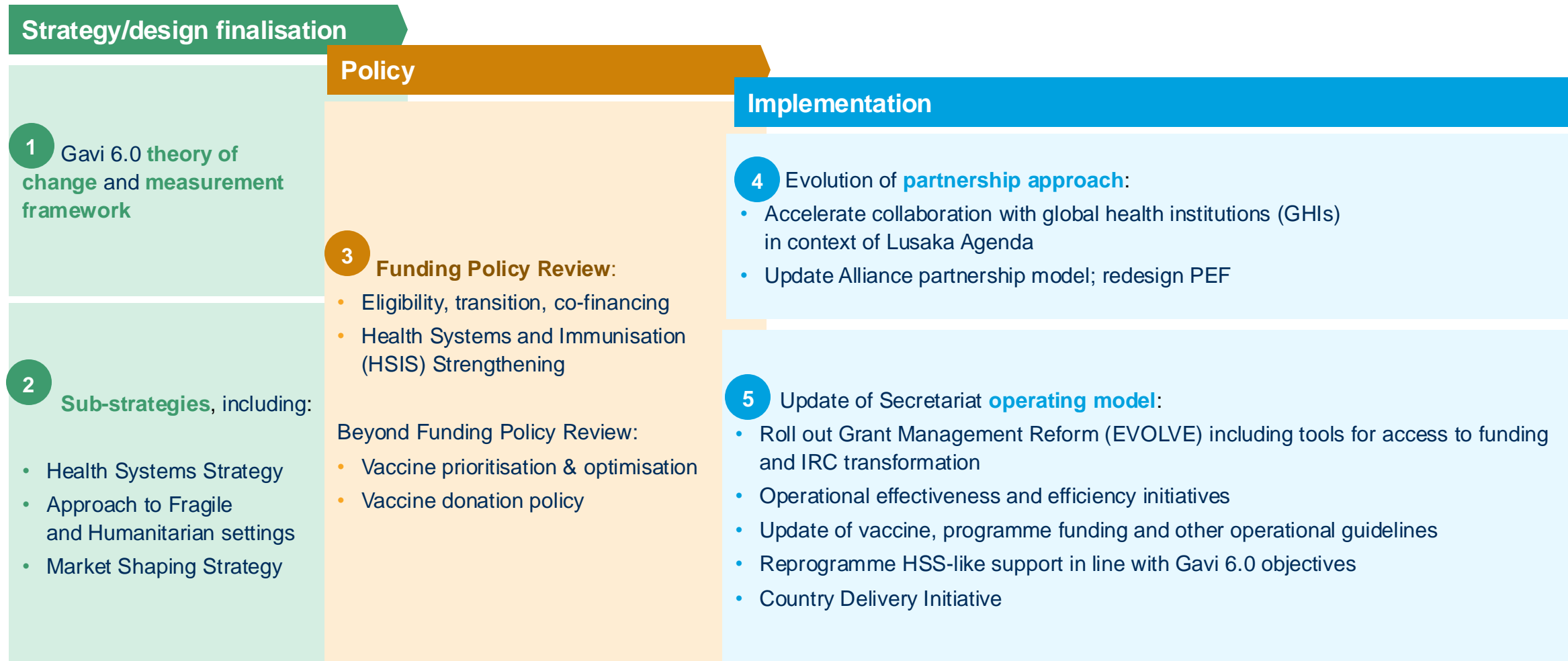
Enhance staff well-being & culture through efficient, effective processes and policies for Gavi 5.1 and beyond

4

**Ensure a successful
replenishment**

Realise our replenishment target to fund Gavi 6.0 strategy

Gavi 6.0 operationalisation: getting ready to deliver on Gavi 6.0 with five key workstreams



Thank you