

DAVID MARLOW

CEO Board Update

BOARD MEETING
6–7 DECEMBER 2023, ACCRA, GHANA

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→ **Reaching zero-dose children,
including with malaria vaccine,
Oti region, Ghana**
Gavi/2023/Nipah Dennis



01

Executive summary

Executive summary

- **Laser focus on three core priorities:** delivering on Gavi 5.1; designing an ambitious strategy for Gavi 6.0; and securing a successful replenishment
 - Continued focus on **country and partner engagement**; Gavi implementing countries' priorities driving Gavi 6.0; enhanced collaboration with the **Global Fund and Global Financing Facility**; engagement with the **Future of Global Health Initiatives (FGHI)**
 - **Strong progress on Gavi 5.1:** 2022 WUENIC estimates show rebound in routine coverage; number of zero-dose children fell. Need concerted Alliance effort to reach 2025 goals. Concerns: slower recovery in **low-income countries**; increase in outbreaks due to **immunity gaps**
- Implementation of **One Gavi** model with integrated leadership; inclusive and transparent **Senior Leadership Team (SLT)** meetings with quarterly Business Reviews and SWOT analysis of must-wins; focus on **people, culture and Alliance health**
 - Progress on **Gavi 6.0 strategy** development; focus on Gavi implementing countries' priorities; technical deep dives on health system strengthening and eligibility, co-financing and transition; Board retreat
 - Focus on 2024 must-wins; need for **rigorous prioritisation supported by the Board**; ensuring Secretariat set up to deliver on 5.1, prepare for Gavi 6.0
 - **COVAX Facility** sunsetting at end of year; acknowledgement of achievements; integration of activities, resources into Gavi core, including 'tail-end' COVAX activities



→ Bangladesh HPV vaccine launch
Gavi/2023/Ashraful Arefin

02

Global context & external environment

Gavi's operating environment: challenges and opportunities

Fragility & conflict

"Gaza doctors 'terrified' of deadly disease outbreak as aid teams race to deliver"
© UNICEF/Mohammad Ajjour



Climate emergency

"Displaced families uprooted by severe floods across Horn of Africa"
© UNHCR/Mohamed Maalim



Deteriorating macro-economic outlook

"Global economy a mixed bag, horizon uncertain: UNCTAD"
© UNICEF/Karin Schermbrucker



Renewed focus on Universal Health Coverage and primary health care

"UN agencies urge action to safeguard maternal, child health amidst climate crisis" © UNICEF/Reinier van Oorsouw



Reshaping global health architecture; spotlight on PPPR*

"Updated guidelines on COVID-19 revise risk of hospitalisation" © UNICEF/ Azizullah Karimi



Country-driven: focus on country ownership, regional organisations

"Humanitarians step up response to deadly cholera outbreak in Sudan" © UNICEF/Omar Tarig



Health innovations

"Child deaths from wasting are predictable and preventable: WHO chief" © UNICEF/Tiéoura N'Daou



*Pandemic prevention, preparedness and response
All headlines and photos on this slide from UN News (<https://news.un.org>).

Shifting global health landscape; key developments



G7

- Medical Countermeasures Delivery Partnership
- G7 DFIs Joint Statement for Collaboration



G20 Joint Finance and Health Task Force

- Mapping Pandemic Response Financing Options and Gaps



UN General Assembly & High-Level Meetings

- Key themes: climate change, PPPR, regional vaccine manufacturing, malaria vaccine, UHC & PHC



Medical Countermeasures Platform for Pandemics

- Global Coordination Mechanism on MCM



Intergovernmental Negotiating Body

- Pandemic Accord



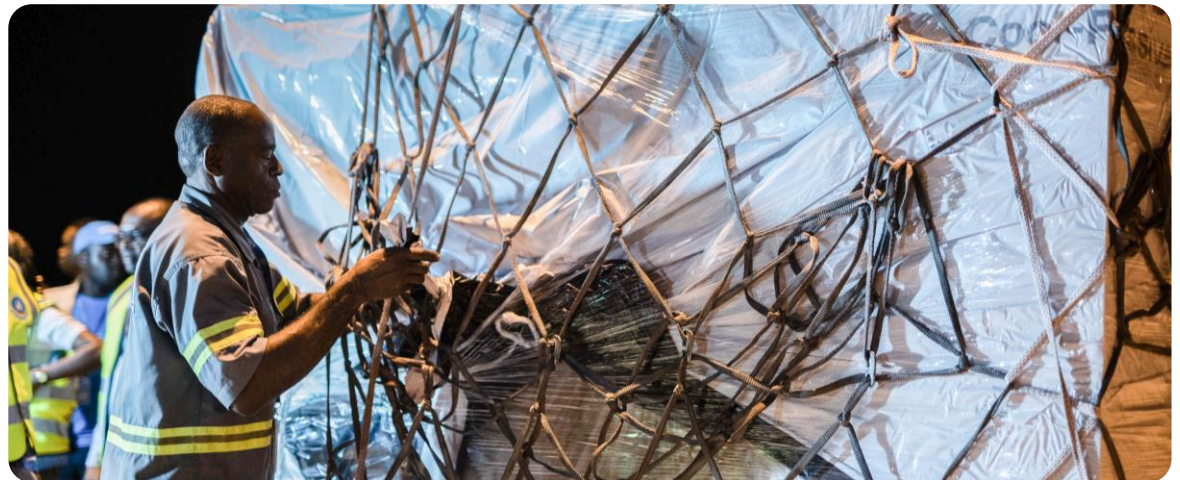
Future of Global Health Initiatives (FGHI)

- FGHI Agenda and Call to Action



Strategic Advisory Group of Experts on Immunization (SAGE)

- Second malaria vaccine (R21/Matrix-M) and expanded use cases to low-transmission areas
- Multivalent meningococcal conjugate vaccine (MMCV) introduction in countries in African meningitis belt with one-off campaign



*PPPR: pandemic prevention, preparedness and response; UHC: Universal Health Coverage; PHC: primary health care



Shipment of world's first WHO-recommended malaria vaccine (RTS,S) arrives in Cameroon, November 2023 © UNICEF/UNI474929/StoryMaxima

Future of Global Health Initiatives (FGHI)

- **Lusaka Agenda: FGHI process outcomes** to be published on Universal Health Coverage (UHC) Day (12 December)
- Recommending **near-term priorities and actions, longer-term shifts** to improve coordination between global health actors, putting countries at the centre
- Gavi has been **actively involved**; key shifts align with Gavi's ambitions; to be considered for Gavi's 2026–2030 strategy (Gavi 6.0), further discussions on next steps
- Aligned with Gavi's **deliberate approach to collaboration** including with Global Fund, Global Financing Facility (GFF) and African Union (AUC, Africa CDC)



↑ FGHI side event, International Conference on Public Health in Africa (CPHIA), Lusaka, Zambia, November 2023

Gavi and the Global Fund: renewed collaboration efforts

Collaborative model: we will partner on themes and areas of high overlap, while progressing on unique priorities of each organisation
Working groups: drive effective collaboration on malaria, health system strengthening, country engagement and back-office

Baseline mapping

1

Working Groups (WG) mapping: ongoing areas of collaboration; countries with high overlap in priorities

Shortlist focus countries

2

Based on baseline mapping, identify ~5–7 countries with areas of high overlap across all workstreams

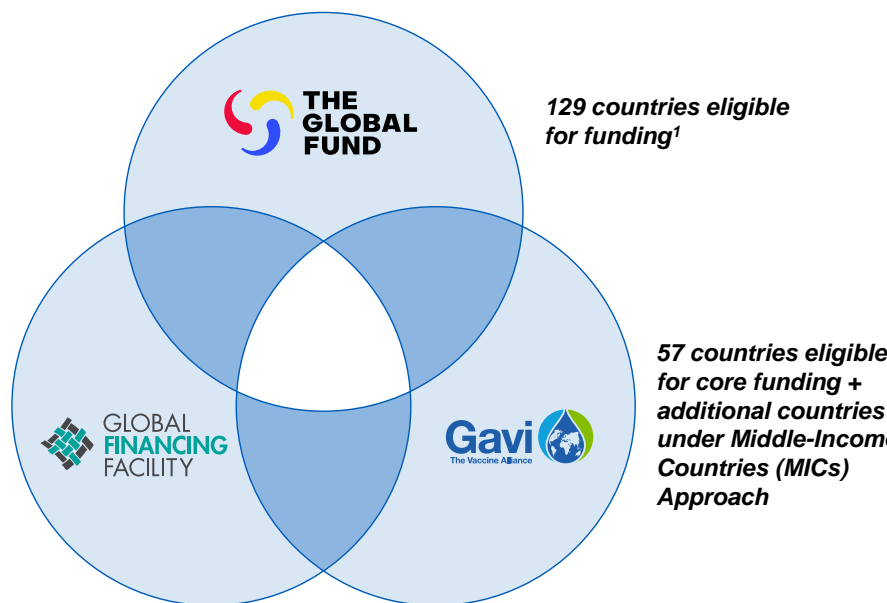
Optimise workstream overlap

3

Identify key cross-cutting themes for central and systemic alignment, keeping shortlisted countries at core of our work together

Earlier this month, GFF leadership visited GHC for engagement with Gavi and the Global Fund; agreement to map joint areas of overlap and add GFF to focus countries with Global Fund, as appropriate – noting close existing partnership with World Bank as core Alliance member

Support to 36 countries



WG leads will regularly convene to address interdependencies; align progress with leadership; share knowledge; and highlight opportunities for joint communication – ultimately bringing this together in respective replenishments (which must be complementary and mutually reinforcing)

African Union Commission & Africa CDC partnership

- Partnership with African Union Commission (AUC) and Africa Centres for Disease Control and Prevention (Africa CDC) progressing based on **tripartite Memorandum of Understanding (MOU)**
- **Joint workshop** held in October to align on specific actions to drive vaccine impact in Africa, in line with MOU
- Specific focus on fostering **sustainable and equitable immunisation systems**, building **public trust** in immunisation, expanding vaccine **manufacturing in Africa** and strengthening **diagnostics and surveillance** capability



→ African Union Commission (AUC), Africa Centres for Disease Control and Prevention (Africa CDC), and Gavi workshop in Geneva, October 2023



Recent international recognition



Foreign, Commonwealth
& Development Office

Latest FCDO review scores

IFFIm 2021–2022 score

A+ “exceeded expectations”

Gavi 2022 score

A “met expectations”

Gavi COVAX AMC
Programme Completion Review

A “met expectations”



2023 PSHAN Award Healthcare Partnerships Award

for significant contributions to
advancing and improving health care
outcomes in Nigeria



2024 Advocacy Award Rapid Translation Award

honours a public-private partnership that
has made a critical contribution to public
health progress
Award supported by Johnson & Johnson.

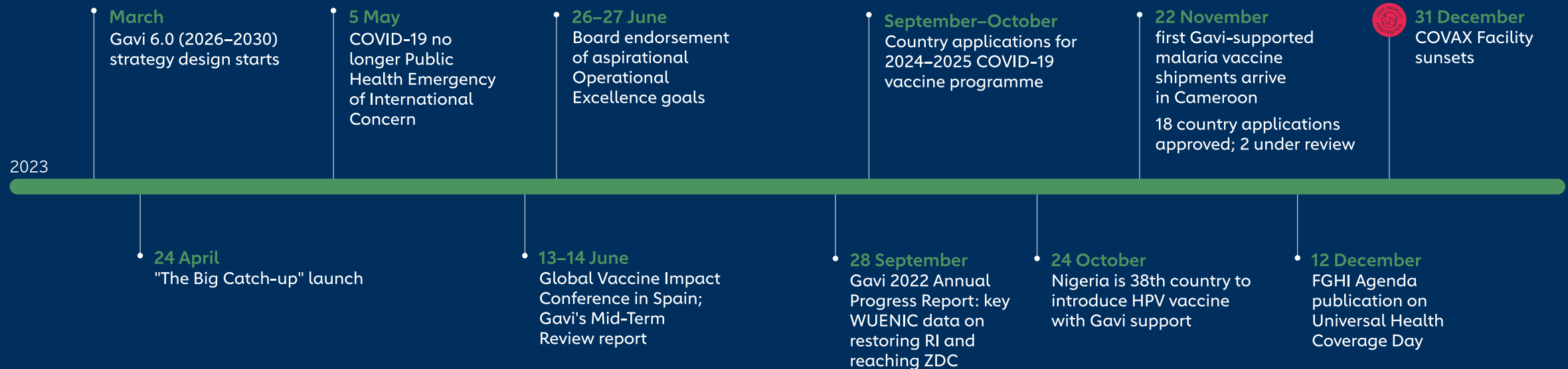


→ Malaria prevention, Kenya
Gavi/2023/Kelvin Juma

03

Gavi 5.1
delivery

2023 in reflection: pandemic ends, COVAX sunsets, new programmes begin



Significant increase in number, value of country applications, January–October 2023:
160 applications from 51 countries totaling ~US\$ 1.5 bn, with 91% approved by IRC
(compare to 84 applications totaling ~US\$ 400 m in same period in 2022)

Gavi 5.1: incredible achievements by countries despite global challenges, 2021–2022

>133m

children vaccinated through routine programmes



>316m

vaccinations through preventive campaigns



>2.4m

deaths averted



>2.7m

COVID-19 deaths averted by COVAX vaccination in participating low- and middle-income countries



Gavi 5.1: building on Alliance achievements, 2000–2022

>1bn

children vaccinated through routine programmes



>1.8bn

vaccinations through preventive campaigns



>17.3m

deaths averted



>US\$ 220.5bn

in economic benefits in countries we support



COVAX: celebrating impact; sunsetting end 2023; supporting 2024–2025 COVID-19 vaccine programme

COVAX achievements



First lower-income country vaccination
39 days after first higher-income country

1.98bn doses shipped
to 146 countries; 1.77bn doses to
87 Gavi COVAX AMC economies¹



57% of people across AMC countries
with complete COVID-19 primary series;
resulting in >2.7m COVID-19 deaths averted

84% coverage: health care workers

72% coverage: older adults

COVAX integration and sunsetting



COVAX integration:
6 workstreams on track for sunset
at year end

Focus on **people workstream** with
integration of residual roles into Gavi core,
offboarding support for leavers



101 Self-Financing Participants (SFP)
participation closed

10 of 12 Advance Purchase Agreements (APA) complete by year end

Close collaboration with UNICEF, WHO &
PAHO on **2024–2025 COVID-19 vaccine programme**

Tail-end COVAX activities to continue in
2024–2025

1. Data as of 27 November 2023

Gavi 5.1: Gavi Balanced Scorecard 'Master View'

Programmatic

		Baseline (2020)	H1 2023
Unique children immunised ¹	●	0	>133m (21-22)
Future deaths averted	●	0	>2.4m (21-22)
Reduction in zero-dose children	●	9m (2019)	10.2m (2022)
Breadth of protection	●	48% (2019)	56% (2022)
New vaccine introductions**	●	n/a	7 (Sep 23)
HPV vaccine applications approved**	●	n/a	2 (Sep 23)
C19 priority population coverage ^{2, **}	●	n/a	72% (Sep 23)
DTP3 coverage	●	83% (2019)	81% (2022)
Co-financing fulfilment	●	100%	30% ⁴
Healthy market dynamics	●	n/a	10 (2022)

Operational Excellence

OE KPIs

		H1 2023
Gavi People Survey	●	61% (2022) (average score of GPS)
End-to-end time to disburse ⁵	●	16.5 mths (2022)
OPEX optimisation ⁶	●	US\$ 67m / US\$ 15m Gavi core / COVAX
Operational Excellence initiatives** aggregated	●	

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

Funding, financial & risk

		5.1 / Q3 2023
Resources signed vs. pledges**	●	85% / n/a
Vaccine disbursement vs. forecast**	●	54% / 98%
Cash disbursement vs. forecast ^{7, **}	●	42% / 101%
Cash utilisation vs. disbursement ^{8, **}	●	n/a / 113% (Jun 23)
PEF ⁹ disbursement vs. forecast	●	41% / 70%
Secretariat expenditure vs. forecast**	●	48% / 92%
<i>Risk & Audit update</i>		2023
Strategic risks trajectory ^{10, **}	●	39% (2022)
Countries' implementation of programme audit recommendations ¹¹	●	77% (Aug 2023)

Partners

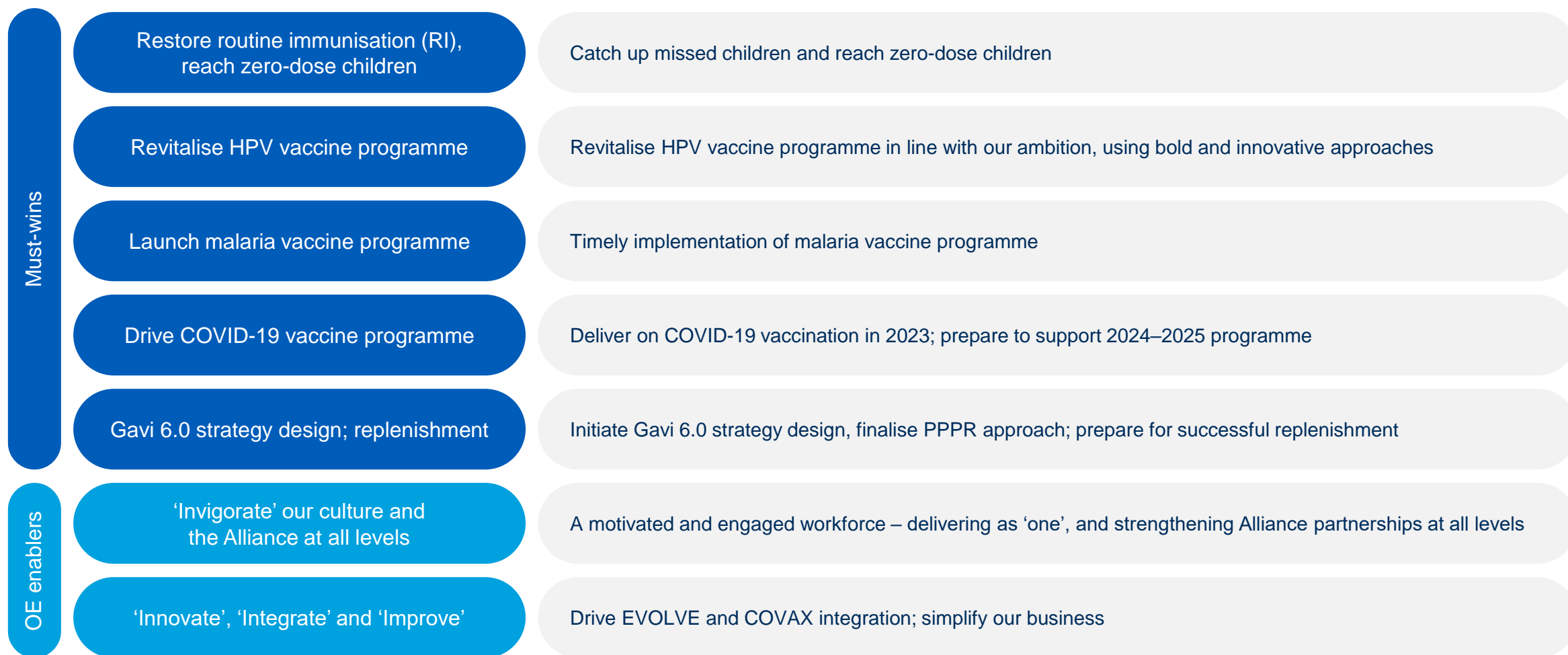
		2023
PEF TCA commitment	●	56% (2021-2023)
PEF TCA milestones achieved ¹²	●	69%
PEF ¹³ utilisation vs. disbursement	●	61% (2021-2023)

People & Culture

		Q3 2023
FTE ^{14, **} Gavi staff + Gavi contractors / COVAX	●	402+136 / 128 Gavi core / COVAX
Net Promoter Score ¹⁵	●	74% (2022)

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. 30% of countries, 65% in dollar value, best performance over last 5 years 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 (published in annual report) that increased recently 11. Percentage of programme audit recommendations that are implemented or in progress 12. Includes all partners, WHO and UNICEF TCA milestones achieved 'on track' with 82% 13. Includes FS, SFA, TCA for Core partners only 14. Approved FTE, excl. vacancy factor of 5% 15. Net promoter score: Pulse Survey (I would recommend Gavi as a good place to work)

Gavi 5.1: 2023 must-wins and enablers



2023 programmatic must-wins: SWOT analysis informs actions, focus



Restore RI, catch up missed children, reach zero-dose children

Progress

Increase in applications; ~45% of HSS/EMF investments on zero-dose; Big Catch-up launched

Challenges

34% reduction in zero-dose children required to reach target

Next steps

Pivot to monitoring implementation at pace; operationalise Big Catch-up



Revitalise HPV vaccine programme

Progress

6 routine introductions in 2023; target of 86m girls by 2025 achievable

Challenges

Timely TCA deployment; tight supply; maintaining/increasing coverage

Next steps

Support upcoming applications, introductions, campaigns; market shaping roadmap; grant disbursement/implementation



Launch malaria vaccine programme

Progress

Applications: 18 approved, 2 under review; first doses to Cameroon; R21 WHO recommendation

Challenges

Impact of R21 on product preference and Gavi support; optimising across toolkit

Next steps

Timely RTS,S roll-out; support country product choices, scale up planning; Global Fund collaboration



Drive COVID-19 vaccine programme

Progress

16 applications approved (20m doses); total of 41 applications received by end October

Challenges

Demand uncertainty; integration into routine immunisation; prioritisation, risk of wastage

Next steps

Wave 2 application review and approval; CDS utilisation

Increase in outbreaks: concrete example of country challenges; need for coordinated, multi-pronged approach

Outbreaks increasing due to:

Urbanisation

Conflict

Migration

Immunity gaps

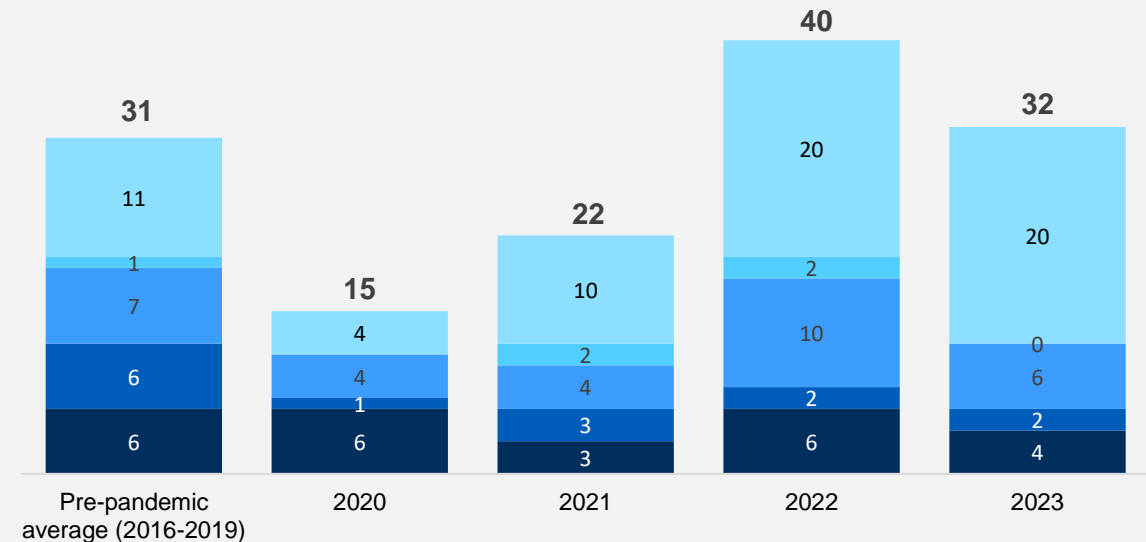
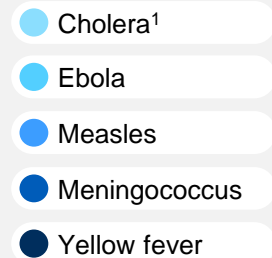
Climate emergency

Increased mobility*

Human-animal interface

Antimicrobial resistance

Gavi-supported outbreak response vaccination campaigns



¹ As of 27 November 2023, noting three applications for cholera outbreak response under review; other countries suffering outbreaks (e.g. Zambia, Zimbabwe) might apply before year end

- Gavi-supported outbreak responses increasing; **cholera a key driver** – highlighting need for preventive campaigns, multi-sectoral approaches, and importance of diagnostic tools and surveillance
- Surge in outbreaks of vaccine-preventable diseases without established outbreak response mechanism: **diphtheria outbreaks** in several countries in Africa (including Nigeria, Niger, Guinea)
- Outbreaks of diseases with vaccines not supported by Gavi (e.g. dengue, mpox) spreading to new areas, highlighting need to improve monitoring, surveillance

Polio update

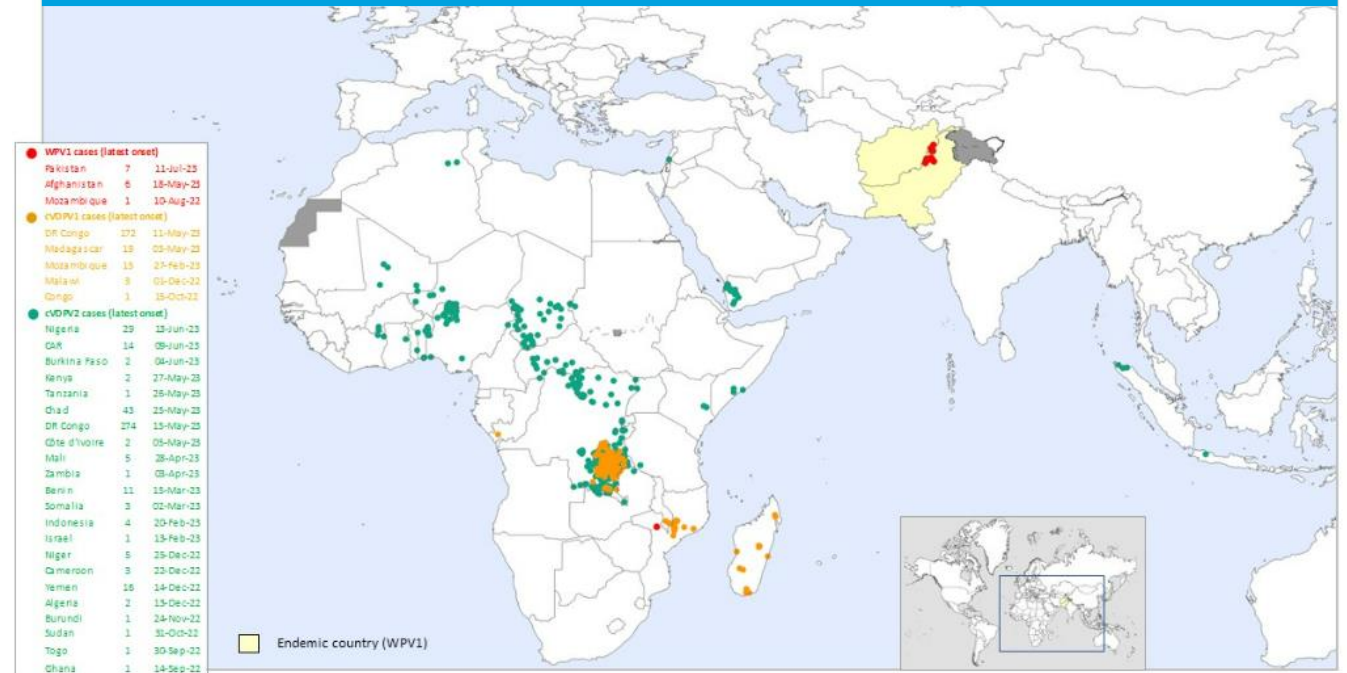
Gavi a major financial and strategic partner in eradication effort: **>US\$ 800m in Gavi 5.0 for inactivated polio vaccine (IPV)**

- IPV1 (first dose) introduced in all 73 Gavi-eligible countries
- IPV2 (second dose) introduced in 35 countries; 28 remaining (3 IRC approved)
- IPV catch-up activities to be completed in 6 countries (2 applications in process)

Core Global Polio Eradication Initiative (GPEI) partner since 2019: collaborate in high-risk (consequential) geographies to ensure Gavi's health system strengthening (HSS) and zero-dose children (ZDC) investments help strengthen routine immunisation (RI) and outbreak preparedness and response – promoting integration, where possible

Hexavalent vaccine programme: following June 2023 Gavi Board decision, hexavalent vaccine programme launched 1 December 2023

Global WPV1 & cVDPV cases¹, previous 12 months²



Wild poliovirus type 1 (WPV1): 6 cases in Afghanistan and 5 cases in Pakistan in 2023

Data in WHO HQ as of 27 November 2023. cVDPV: circulating vaccine-derived poliovirus.

¹Excludes viruses detected from environmental surveillance. ²Onset of paralysis 9 August 2022 to 8 August 2023.

Nigeria deep dive



Engagement with new government

Newly appointed Coordinating Minister of Health and Social Welfare (CMHSW), **Prof Muhammad Ali Pate**

Alignment with country priorities as articulated in **strategic vision for health sector (2023–2026)** and **CMHSW's four-point agenda**:

- Effective governance
- Efficient, equitable and quality health system
- Unlocking value chains
- Health security

Emergency Task Force for diphtheria outbreak response

Meaningful **engagement of civil society organisations (CSOs)**

HPV vaccine introduction into routine immunisation system (October 2023)

Annual Accountability Framework review

High-level review visit: 20–22 November

2023 marks **mid-point** of ten-year Board-approved strategy for Nigeria

Accountability Framework originally developed to monitor joint commitments and guide the implementation of the strategy; deemed to be of **limited use** due to challenges in accessing timely and quality data

As result of the visit, the Alliance has committed to a **revision of the Accountability Framework** to align with the government's proposed sector-wide approach (SWAp) and ensure it is a fit-for-purpose instrument for **mutual accountability**



↑ **Image:** Nigeria high-level visit, September 2023

Key challenges

- Highest burden of zero-dose children: **2.3 million**
- New and recurrent outbreaks: **diphtheria, measles** and **cholera**
- Feasibility of **2028 transition timeline**
- Need for **timely** and **sustainable vaccine financing**
- Need for **tailored subnational strategy**

Operational Excellence: key strategic enablers to deliver on Gavi 5.1 and set up for Gavi 6.0

Innovate: EVOLVE

- **Target Operating Model (TOM)** for Gavi's grant management is being finalised; it helps deliver several of the key shifts proposed by the Future of Global Health Initiatives (FGHI)
- Key elements include end-to-end differentiation, consolidation of funding levers, reliance on country National Immunisation Strategy, holistic monitoring and agile implementation
- TOM significant benefits entail **differentiated risk appetite**, to be reviewed with AFC, PPC and Board

Improve: country focus, efficiency & effectiveness

- Projects focused on targeted improvements to Secretariat **structure, processes and tools**
- **Key updates**: revamp of IRC model; organisational improvement work; strengthen strategic planning; modernise data & analytics; empower decision-making/delegation of authority

Invigorate: people & culture

- **Culture journey**: Gavi-wide effort to address issues identified through Culture Survey, Gavi People Survey, focus groups; significant efforts underway (including individual and group coaching for leadership) to address prioritisation/workload; psychological safety; and One Gavi mindset to reduce competition and foster teamwork, collaboration
- **Key updates**: integrated Senior Leadership Team (SLT) established; Staff Council strengthened through Terms of Reference; compensation and benefits review complete; revised ways of working to be implemented in new year

Implementation of One Gavi approach



Integrated leadership

aligned on strategic priorities and direction; empowered to make decisions; puts Gavi's needs before team and individual needs; role-models Gavi's values and associated behaviours

Unified structure

where all teams and individuals have clear roles, responsibilities and reporting lines; and contribute to achieving our mission and priorities

Standardised processes and systems

adopted by whole organisation and enable consistent, efficient ways of working and decision-making

Shared culture

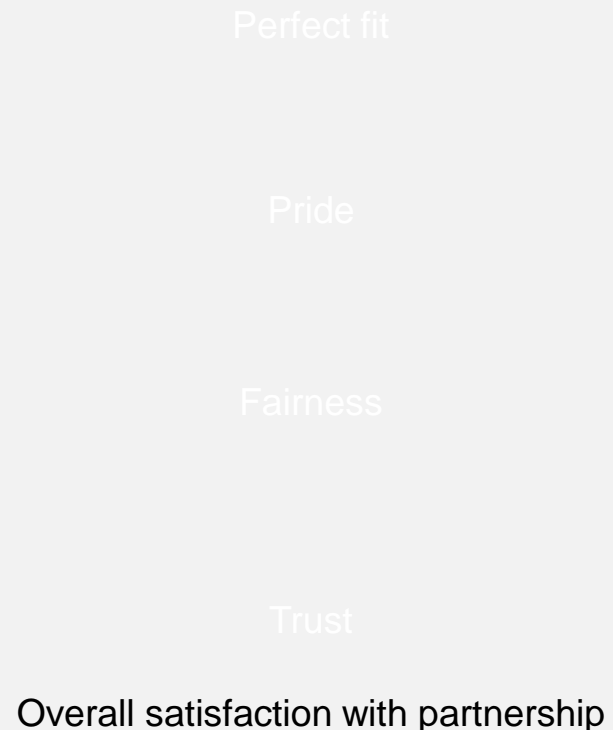
that is principles-based; rewards and recognises collaboration and knowledge-sharing; puts people's health and wellbeing first; and is guided by values that are understood, accepted and lived by everyone

Focus on Alliance health, ways of working

- Regular **Alliance Leaders Group (ALG)** meetings in 2023; focus on Gavi 5.1 must-wins
- First merged **Alliance Partnership & Performance Team (APPT)** meeting held in early October; implementation of agreed actions underway
- **Alliance Health Survey** completed in Q3 2023; top-line results show no significant change in partner engagement from 2019; action plan developed and agreed with APPT

Alliance Health Survey

Partner Engagement Model used in the Alliance Health Survey



04

Looking ahead; Gavi 6.0 & replenishment

Gavi 6.0 strategy design and replenishment timeline

Gavi 6.0 consultations with Board/PPC members,
Alliance partners, countries, global health community

Gavi 6.0 strategy design

1 Trends, Gavi 6.0 vision & high-level opportunities for impact

2 Strategic options and initial trade-offs

3 Finalise choices and 'one-pager' framework

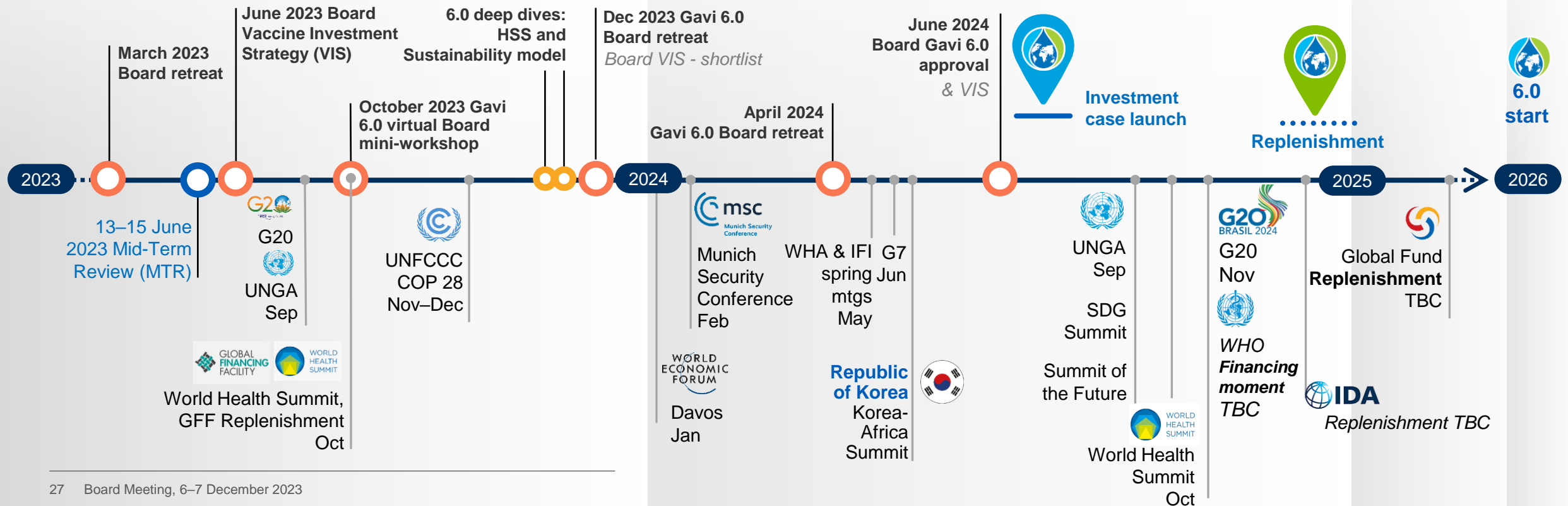
Gavi 6.0 operationalisation

Resource Mobilisation
process

1 Listening phase & consultations

2 Drafting of the Investment Case

3 Public campaign



05

Reflections and focus for Ghana Board meeting

Key focus for this Board meeting; critical discussions

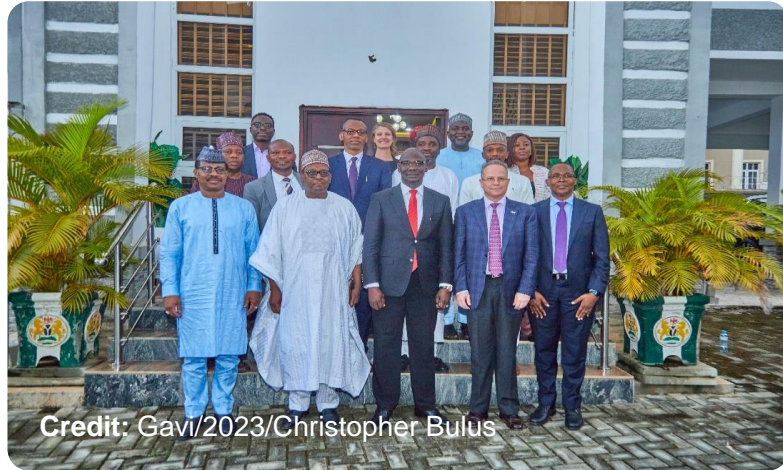
Performance and risks

- **Gavi 5.1 delivery** and performance leveraging Balanced Scorecard with focus on must-wins
- Key **programmatic updates** and country programmes delivery; proposed extensions for **Papua New Guinea** and **Timor-Leste**; **Big Catch-up** support
- **Top risks** and status of mitigating actions; risk appetite for responding to vaccine-preventable disease outbreaks
- **Financial performance** and updated financial forecast
- **COVAX** update; 2024–2025 COVID-19 vaccine programme

Priorities and investments

- Gavi's role in **pandemic prevention, preparedness and response (PPPR)**, including **African Vaccine Manufacturing Accelerator (AVMA)**, **First Response Fund for the Day Zero Financing Facility for Pandemics (DZF)** and **coalition of vaccine partners**
- **Vaccine Investment Strategy (VIS)** 2024 shortlist
- **Gavi 6.0** (Board retreat)
- Road to **replenishment**
- Multivalent **meningococcal** conjugate vaccine (MMCV) programme (consent agenda)

Reflections



Thank you