UPDATE ON IMPLEMENTATION OF GAVI’S STRATEGY

Seth Berkley, MD
29 November 2017, Vientiane, Lao PDR
The Vaccine Alliance tracks five key targets to help achieve our mission: to save children’s lives and protect people’s health by increasing equitable use of vaccines in lower-income countries.

1. **Under-5 Mortality**
   - 2015 Baseline: 62 per 1,000
   - 2020 Target: 59 per 1,000

2. **Future Deaths Averted**
   - 2015 Baseline: 0
   - 2020 Target: 5-6 million

3. **Future Disability-Adjusted Life Years (DALYS) Averted**
   - 2015 Baseline: 0
   - 2020 Target: 250 million

4. **Children Immunised with GAVI Support**
   - 2015 Baseline: 62 million
   - 2020 Target: 300 million

5. **Vaccines Sustained After GAVI Support Ends**
   - 2015 Baseline: 100%
   - 2020 Target: 100%

† Baseline value reset to “0” at the start of the strategy period. Targets for 2020 represent anticipated cumulative achievement over the duration of the strategy period.
2016–2020 INDICATORS
STRATEGY PROGRESS

Gavi Board
UPDATED: 8 November 2017

1 Accelerate vaccines

1 ROUTINE IMMUNISATION COVERAGE

1 2015 BASELINE 2020 TARGET
PENTA: 80%  78%  MCV1: 78%

2 BREADTH OF PROTECTION

2 2015 BASELINE 2020 TARGET
37%  62%

3 EQUITY: GEOGRAPHIC DISTRIBUTION

3 2015 BASELINE 2020 TARGET
16%  26%

4 EQUITY: WEALTH

4 2015 BASELINE 2020 TARGET
36%  49%

5 EQUITY: MATERNAL EDUCATION

5 2015 BASELINE 2020 TARGET
30%  44%

2 Strengthen capacity

1 EFFECTIVE VACCINE MANAGEMENT

1 2015 BASELINE 2020 TARGET
15%  43%

2 DATA QUALITY

2 2015 BASELINE 2020 TARGET
49%  53%

3 PENTA1 COVERAGE & DROP-OUT

3 2015 BASELINE 2020 TARGET
7%  87%

4 INTEGRATED HEALTH SERVICE DEL.

4 2015 BASELINE 2020 TARGET
26%  36%

5 CIVIL SOCIETY ENGAGEMENT

5 2015 BASELINE 2020 TARGET
40%  **

3 Improve sustainability

1 CO-FINANCING COMMITMENTS

1 2015 BASELINE 2020 TARGET
100%  100%

2 COUNTRY INVESTMENT IN VACCINES

2 2015 BASELINE 2020 TARGET
N/A  100%

3 COUNTRIES ON TRACK TO TRANSITION

3 2015 BASELINE 2020 TARGET
75%  75%

4 INSTITUTIONAL CAPACITY

4 2015 BASELINE 2020 TARGET
N/A  **

4 Market shaping

1 SUPPLY SECURITY

1 2015 BASELINE 2020 TARGET
7/11  11/11

2 VACCINE PRICE REDUCTION

2 2015 BASELINE 2020 TARGET
$19  N/A

3 VACCINE INNOVATION

3 2015 BASELINE 2020 TARGET
3 0

4 HEALTHY MARKET DYNAMICS

4 2015 BASELINE 2020 TARGET
2/11  6/11

** Currently insufficient data to define target; targets to be defined after provision of one full year of PCA version 3.0 reports

1 Not published due to commercial sensitivity

GAVI BOARD
29-30 NOVEMBER 2017
## 2016–2020 INDICATORS
### STRATEGY PROGRESS

**Gavi Board**

**UPDATED: 8 November 2017**

### 1 Accelerate vaccines
- **Routine Immunisation Coverage**
  - Penta: 80%  MCV1: 78%
  - 2015 Baseline: 30%  2020 Target: 62%
  - 2015 Baseline: 16%  2020 Target: 26%
- **Breadth of Protection**
  - 2015 Baseline: 10%  2020 Target: 26%
  - 2015 Baseline: 3%  2020 Target: 39%
- **Equity: Geographic Distribution**
  - 2015 Baseline: 37%  2020 Target: 62%
  - 2015 Baseline: 26%  2020 Target: 49%
- **Equity: Wealth**
  - 2015 Baseline: 34%  2020 Target: 44%
  - 2015 Baseline: 16%  2020 Target: 26%
- **Equity: Maternal Education**
  - 2015 Baseline: 26%  2020 Target: 36%
  - 2015 Baseline: 16%  2020 Target: 26%

### 2 Strengthen capacity
- **Effective Vaccine Management**
  - 2015 Baseline: 19%  2020 Target: 43%
- **Data Quality**
  - 2015 Baseline: 26%  2020 Target: 49%
- **Country Involvement**
  - 2015 Baseline: 40%  2020 Target: 75%
  - 2015 Baseline: 0%  2020 Target: 6/11

### 3 Improve sustainability
- **Penta1 Coverage & Drop-out**
  - 2015 Baseline: 7% 2020 Target: **N/A**
  - Penta1: 87%
  - 7 PP
- **Integrated Health Service Del.**
  - 2015 Baseline: 26% 2020 Target: 36%

### 4 Market shaping
- **Vaccine Innovation**
  - 2015 Baseline: 0  2020 Target: **N/A**
- **Healthy Market Dynamics**

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**2015 to 2016 changes:**
- 20 countries: decreased dropout
- 36 countries: unchanged
- 12 countries: increased dropout

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Progress has been updated for indicators where data is currently available.

Updates are color-coded to reflect the status and trend of each indicator. Grey bars indicate target not set.

Not published due to commercial sensitivity.
Above trend to immunise 300M children this period, but challenges in reaching the fifth child.

Children immunised with DTP3/PENTAT3 (Gavi68)

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>59.5M</td>
<td>60.3M</td>
<td>60.6M</td>
<td>62.4M</td>
<td>63.1M</td>
<td>63.9M</td>
<td></td>
</tr>
</tbody>
</table>

DTP3/PENTAT3 (Gavi68)

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>60%</td>
<td>68%</td>
<td>78%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
</tbody>
</table>

MCV1 (Gavi68)

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<thead>
<tr>
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GAVI BOARD
29-30 NOVEMBER 2017
Breadth of protection tracking above trend

Year


Breadth of protection (%)

20% 23% 30% 37% 62%

GAVI BOARD
29-30 NOVEMBER 2017
No increase in countries meeting geographic equity target – ~40% are close to target

3 more countries within 20% of target

Countries meeting target
Countries 1-20% off target
Countries >20% off target

More countries excluded by data quality criterion

Note: N=30 countries, 38 countries excluded by data quality criterion, 2 countries without data
Wealth equity indicator: few surveys limit the power of the indicator

- 8 countries with new surveys for 2016
  - 6 countries improving
  - 2 countries worsening (Senegal now below threshold)
  - Lowers indicator value

- 6 countries with first data point
  - 1 of 6 meets target
  - Lowers indicator value

- 36 countries without new data

- 18 countries without data in last 5 years
Gavi countries currently 7 of 10 countries with most under-immunised children

Top 10 countries under-immunised, DTP3, 2016

<table>
<thead>
<tr>
<th>Country</th>
<th>Under-immunised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>3.44M</td>
</tr>
<tr>
<td>India</td>
<td>2.91M</td>
</tr>
<tr>
<td>Pakistan</td>
<td>1.43M</td>
</tr>
<tr>
<td>Indonesia</td>
<td>1.02M</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>0.72M</td>
</tr>
<tr>
<td>DRC</td>
<td>0.65M</td>
</tr>
<tr>
<td>Iraq</td>
<td>0.44M</td>
</tr>
<tr>
<td>Angola</td>
<td>0.41M</td>
</tr>
<tr>
<td>Brazil</td>
<td>0.41M</td>
</tr>
<tr>
<td>South Africa</td>
<td>0.39M</td>
</tr>
</tbody>
</table>

Angola (end 2017), India (2021) and Nigeria (2021) transitioning from Gavi support
29 introductions so far in 2017 – majority are campaigns

Since January 2017:

13 routine introductions
16 campaigns/demos

Board meeting
29-30 November 2017
Target of 50 introductions in 2017, HPV the main driver of gap to projection

GAVI BOARD
29-30 NOVEMBER 2017
Improving Knowledge Management tools to monitor progress of introductions proactively

GAVI BOARD
29-30 NOVEMBER 2017

1. Accelerate vaccines

Vaccine Launches - 2017

Target
- Number of targeted introductions no longer projected: 24
- Number of targeted introductions projected: 26
- Number of projected introductions not in target: 10
- Latest Projection: 36
- Remaining Introductions: 7
- Introductions to Date: 29

Gavi
The Vaccine Alliance
Supply chain: lack of progress on strategy indicator, improvement below the threshold

Strategy Indicator 2.1:
% of countries with EVM score ≥80%

- 2015: 16%
- 2016: 15%
- 2020 Target: 43%
- 2016 Target: 21%

Strategy indicator has declined but some evidence of progress:

- 37% of countries had EVM score ≥70% in 2016 vs. 27% in 2015
- 68% of countries with two EVMs had improved score (by average of 12pp)

Review of Supply Chain Strategy ongoing

GAVI BOARD
29-30 NOVEMBER 2017
Progress of supply chain investments across most of Gavi portfolio (n=35 countries)

<table>
<thead>
<tr>
<th>On track</th>
<th>Progress in some areas</th>
<th>Limited progress anticipated</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRC</td>
<td>Kenya</td>
<td>Afghanistan</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>Niger</td>
<td>Yemen</td>
</tr>
<tr>
<td>India</td>
<td>Nigeria</td>
<td>Chad</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Uganda</td>
<td>CAR</td>
</tr>
<tr>
<td>Benin</td>
<td>Mozambique</td>
<td>Madagascar</td>
</tr>
<tr>
<td>Eritrea</td>
<td>Myanmar</td>
<td>PNG</td>
</tr>
</tbody>
</table>

- **On track**: 35% of countries are on track with their investments.
- **Progress in some areas**: 33% of countries are making progress in some areas.
- **Limited progress anticipated**: 10% of countries are expected to have limited progress.

**Note**: bold = PEF Tier 1, italics = PEF Tier 2

Remaining 33 countries represent 22% of vaccine portfolio.
Disbursement time above target, outliers driven by risk management and MR readiness

8 outliers (>15 months):
• 3 financial management delays including PCAs (Gambia, Sao Tomé & P., Tajikistan)
• 2 MR campaign readiness (The Gambia, Zambia)
• 2 Audit issues (Madagascar, PNG)
• 1 HSS absorption (CAR)

Time to disburse (months)

2017

Time without 8 “outliers”

Target: 9 months

GAVI BOARD
29-30 NOVEMBER 2017
Grant utilisation is increasing, but still behind targets

HSS grant utilisation

- 2015: 61%
- 2016: 66%
- Target: 73%

Strengthen capacity
Achievement of HSS intermediary goals is low; some encouraging signs of progress nonetheless

Countries achieving 80% of intermediate HSS goals

- Countries achieving <50%
- Countries achieving 50-79%
- Countries achieving >80%

2016

33%
41%
27%

Target: 50%

- 13 countries
  - On average, met 2.3 of 6.9 targets
  - Late / incomplete reporting (2): (Nepal, Nicaragua)
  - Partial implementation year (4): (Afghanistan, Angola, Senegal, Sudan)

- 71% of all targets met across countries
  - Indicator sensitive to missing more than 1 target

- 17 countries
  - On average, met 4.2 of 6.6 targets

- 11 countries
  - On average, met 5.4 of 5.8 targets

• Late / incomplete reporting (2):
  (Nepal, Nicaragua)
• Partial implementation year (4):
  (Afghanistan, Angola, Senegal, Sudan)
Country illustration: using Grant Performance Frameworks to drive Coverage and Equity: Ghana

2015

**Situation:**
- Low coverage in under-served districts

**Approach:**
- Involve CSOs, community volunteers
- Procurement of boats and motorcycles for outreach

2016

**Progress:**
- CSO involvement
- Volunteer recruitment

**Challenges:**
- Outreach below target
- Lack of health workers in some areas

**Approach:**
- Recruiting retired midwives in key areas

2017

**Focus going forward:**
- Decentralisation of funds for outreach activities
- Leverage annual child health week

87% of distr. >80% PENTA3
Going forward: Focusing discussions on five areas to improve the quality of GPFs

1. Size of Grant Performance Framework
2. Completeness of fields
3. Indicator setting (incl. alignment with workplan, clarity of indicator, and data source);
4. Target setting (alignment with workplan, rationale)
5. Alignment with grant objectives and budget
Cold Chain Equipment Platform is set to extend the reach of supply chains in countries

**Continued high interest**
- Total 38 countries approved
- $196M Gavi investments, $77M country investments over 5 years

**Significant impact on supply chains**
- 62,000 pieces targeting 52,000 sites:
  - 26%: previously unequipped sites
  - 8%: expanding capacity
  - 66%: replacing obsolete / end of life equipment

Procurement timelines shortened from 21 to 12 months, projected to 7 months
15 countries added to the institutional capacity indicator

3 criteria:
- EPI capacity (16 of 24 countries pass)
- NITAG (6 of 23 pass)
- Coordination Forum (15 of 24 pass)

Overall pass rate: 52% (up from 47%)

June update: 10 countries
- Burundi
- Cambodia
- Ghana
- Guinea
- Malawi
- Myanmar
- Nepal
- Niger
- Nigeria
- Togo

No countries passed all criteria, 0% indicator value

Newly added: 15 countries
- Afghanistan
- Mali
- Bolivia
- Mauritania
- Chad
- Sao Tomé & P.
- Côte d’Ivoire
- Senegal
- DRC
- Tajikistan
- Eritrea
- Uganda
- Kenya
- Zambia
- Lao PDR

1 country passed, 4% indicator value (1 of 25)

PPC discussion about best data source for indicator
Gavi is accelerating its investment in Leadership, Management and Coordination, a top risk for the Alliance.

Menu of interventions (depending on country context and need):

- Embedded ‘EPI Management Partner’
- Enhancing EPI performance management
- EPI south-to-south twinning
- EPI Management training programme (Yale-UGHE)
- Strengthening Coordination Forums (e.g. ICC, HSCC)

16 countries with LMC work contracted
12 countries with LMC work likely forthcoming in coming months
Co-financing progress continues on a strong track

Estimated $50M invested by transitioned countries in 2017


* End of year estimate
Increasing number of countries are transitioning

9 countries transitioned to date
8 countries transitioning end 2017
3 of these are higher-risk countries
Countries largely on track - Alliance working to mitigate risks

- **Sustainability (financing/institutional capacity)**
  - Protection with vaccines (coverage/vaccines introduced)
  - Vietnam
  - Sri Lanka
  - Solomon Islands
  - Angola
  - Cong R
  - PNG
  - Nigeria
  - Timor Leste

- **Tailored strategies**
  - Primarily targeted technical & SFA support
  - Primarily catalytic vaccine support
  - Continued non-financial engagement

GAVI BOARD
29-30 NOVEMBER 2017
Data on countries’ investment in routine immunisation coming in

### Countries increasing investment in RI

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2020 Target: 100%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>54%</td>
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</table>

### Average investment per infant

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$8.60</td>
<td>$10.90</td>
</tr>
</tbody>
</table>

#### Improve sustainability
- First data this Strategy Period
- Data reported through JRF

#### Reasons for caution:
- Only measures currently supported countries – strong countries will be excluded after transition
- Lower vaccine prices can depress indicator
Large impact of market shaping on vaccine cost during strategy period

Cost of vaccine programmes, 2016-2020

- $600M savings
- 2014-2016 price changes:
  - Penta: -19%
  - Rota: -22%
  - Pneumo: -3%

GAVI BOARD
29-30 NOVEMBER 2017
Supply-demand balance for key markets is improving, with HPV a notable exception.

<table>
<thead>
<tr>
<th>Vaccine</th>
<th>2016</th>
<th>2017</th>
<th>2018 outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pentavalent</td>
<td>green</td>
<td>green</td>
<td></td>
</tr>
<tr>
<td>Yellow fever</td>
<td>red</td>
<td>red</td>
<td></td>
</tr>
<tr>
<td>Rotavirus</td>
<td>green</td>
<td>red</td>
<td></td>
</tr>
<tr>
<td>PCV</td>
<td>yellow</td>
<td>yellow</td>
<td></td>
</tr>
<tr>
<td>MenA</td>
<td>green</td>
<td>green</td>
<td></td>
</tr>
<tr>
<td>Measles</td>
<td>yellow</td>
<td>yellow</td>
<td></td>
</tr>
<tr>
<td>MR</td>
<td>yellow</td>
<td>yellow</td>
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</tr>
<tr>
<td>HPV</td>
<td>green</td>
<td>red</td>
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</tr>
<tr>
<td>IPV</td>
<td>red</td>
<td>red</td>
<td></td>
</tr>
<tr>
<td>JE</td>
<td>green</td>
<td>yellow</td>
<td></td>
</tr>
<tr>
<td>Cholera</td>
<td>yellow</td>
<td>yellow</td>
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4 Market shaping

- Supply exceeds demand
- Needs planning
- Limited supply
Strong momentum in implementing the new HPV strategy...

- Objective of reaching 40M girls by 2020
- 9 applications received in first 6 months of 2017, for total of 20M girls by 2020

...in jeopardy due to emerging supply issues:

- June 2017: Merck informed Gavi that volume for new strategy not planned for
- Capacity assumed to increase in 2019
- Mitigation: option to separate Multi-Age Cohort introductions from routine introduction
- Team is working with Merck to address the shortage
2016–2020 INDICATORS
ALLIANCE PROGRESS
Gavi Programme and Policy Committee
UPDATED: 19 October 2017

1 Secretariat & partners — 2 Secretariat

VACCINE INTRODUCTION
1. 2016 BASELINE: 45
2. 2016 BASELINE: 45

NEW VACCINE COVERAGE
1. 2016 BASELINE: 62%
2. 2016 BASELINE: 62%

MEASLES CAMPAIGN COVERAGE
1. 2016 BASELINE: 75%
2. 2016 BASELINE: 75%

HSS PROPOSAL QUALITY
1. 2016 BASELINE: 100%
2. 2016 BASELINE: 100%

HSS FUND UTILISATION
1. 2015 BASELINE: 61%
2. 2015 BASELINE: 61%

HSS GRANT TARGETS
1. 2015 BASELINE: 45%
2. 2015 BASELINE: 45%

65 of 86 introductions reached target

2 Secretariat

AUDITS ON TRACK
1. 2016 BASELINE: 40%
2. 2016 BASELINE: 40%

RISK MANAGEMENT PLAN PROGRESS
1. DATA AVAILABLE END OF YEAR
2. DATA AVAILABLE END OF YEAR

OPERATING EFFICIENCY
1. DATA AVAILABLE END OF YEAR
2. DATA AVAILABLE END OF YEAR

OPERATIONAL DEMAND FORECAST
1. DATA AVAILABLE END OF YEAR
2. DATA AVAILABLE END OF YEAR

PROGRAMME FINANCE FORECAST
1. DATA AVAILABLE END OF YEAR
2. DATA AVAILABLE END OF YEAR

3 Partners

TCA ACTIVITIES ON TRACK
1. PEF
2. END 2016 BASELINE
3. END 2016 BASELINE

PEF ACHIEVEMENTS
1. NO Mid-term data
2. No mid-term data

CSO ENGAGEMENT
1. PLEDGE CONVERSION
2. DONORS

DONOR ENGAGEMENT IN COUNTRY
1. END 2016 BASELINE
2. END 2016 BASELINE

4 Governance

BOARD & COMMITTEE ATTENDANCE
1. END 2016 BASELINE: 85%
2. END 2016 BASELINE: 85%

PARTNER GROUP
1. PEF
2. PEF

CSO ENGAGEMENT
1. CSO
2. CSO

5% increase since last year

5 Governance

COUNTRY REPORTING
1. ENDS 2016 BASELINE: 80%
2. ENDS 2016 BASELINE: 80%

COUNTRIES
1. ENDS 2016 BASELINE: 85%
2. ENDS 2016 BASELINE: 85%

GAVI BOA
29-30 NOVEMBER 2017

ON TRACK
MODERATE DELAYS / CHALLENGES
SIGNIFICANT DELAYS / CHALLENGES
TRACKING TREND ONLY
DATA AVAILABLE END OF YEAR

Progress has been updated for indicators where data is currently available.
Updates are color-coded to reflect the status and trend of each indicator.
Grey bars indicate target not set.

† No target; tracking trend over time
HSS Health system strengthening
TCA Targeted country assistance
SFA Strategic focus area
PEF Partners’ engagement framework
CSO Civil society organisation

Linked to disbursement and reporting timeline

Should meet end-year target

87%
72%
66%
45%

ON TRACK
MODERATE DELAYS / CHALLENGES
SIGNIFICANT DELAYS / CHALLENGES
TRACKING TREND ONLY
DATA AVAILABLE END OF YEAR

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66%
45%
THANK YOU