Sections

1. Key developments in the global landscape
2. Reporting back on previous Board decisions
3. Strategic questions for discussion
4. Alliance update
5. Board agenda
Changes in donor and global health leadership
Berlin Declaration of G20 Health Ministers

“We welcome the voluntary financing to... the Global Fund and Gavi, for complementing domestic resources for health to build resilient and sustainable systems as a step towards realizing universal health coverage.”

Improving Global Health: Statement for the G20 Summit handed over to Angela Merkel
Donor commitments: progress

87% pledges signed since Berlin

13% renewed annually
Anti-vaccine movements: increasing activity

This is a unalloyed disaster for public health.
Anti-vaccine movements: surge in measles

Italy's Five Star Movement blamed for surge in measles cases

Italian health official denies accusation against populist party, which proposed anti-vaccination law in 2015

Measles outbreak kills 17 unvaccinated children in Romania

The World Health Organization says children in affluent countries have a greater risk of infection because of scepticism about immunization

Minnesota Sees Largest Outbreak of Measles in Almost 30 Years

By CHRISTOPHER RELE May 5, 2017

Minnesota measles outbreak worsens, disproportionately affecting Somali community

Staff health officials say cases of the Mumps on anti-vaccine activity

Board meeting
14-15 June 2017
Anti-vaccine movements: surge in measles

Italy makes 12 vaccinations compulsory for children

The government in Italy has ruled that children must be vaccinated against 12 common illnesses before they can enrol for state-run schools.

Germany vaccination: Fines plan as measles cases rise

Parents in Germany who fail to seek medical advice on vaccinating their children could face fines of up to €2,500 (£2,175; $2,800).
Emerging risk: fake vaccines

2017: falsified versions of a meningitis vaccine have been found in Niger, says the World Health Organization.

2016: revaccination programme for children who were earlier given fake vaccines, at a community health center in Indonesia.
**SDG immunisation indicator: timeline**

**March**

**Agreement on 2 immunisation targets**

- **3.8:** Universal health coverage and access to affordable essential medicines and vaccines for all
- **3.b:** R&D and increased access to affordable essential medicines and vaccines
Key developments

SDG immunisation indicator: timeline

- Agreement on 2 immunisation targets (March 2016)
- Gavi Secretariat and WHO identify 9 options beyond DTP3 (March 2016)
- SAGE DoV Working Group recommends MCV2 – not among pre-agreed options (May 2016)
- WHO proposes DTP3 as proxy measure (June 2016)
- Continued discussions

- Working Group reconfirms plan to recommend MCV2 to SAGE (June 2016)
- PPC expresses dismay at lack of ambition (May 2016)
- WHO to present MCV2 at SAGE meeting (October 2016)
- Final submission to IAEG (November 2016)

Methods defined now cannot be revisited until 2020

Board meeting
14-15 June 2017
SDG immunisation indicator: lack of ambition

Proposed indicator:
Measles 2nd dose

measles 1st dose:
100% of countries introduced

measles 2nd dose:
79% of countries

Better indicator:
11 WHO-recommended vaccines

Need to measure real progress

* 20% if BCG is excluded
Yellow fever: Brazil outbreak

Notified as of: 31 Jan 2017

Municipalities with reported human yellow fever cases
- Confirmed
- Under investigation

Municipalities with reported yellow fever epizootics
- Confirmed
- Under investigation

Board meeting
14-15 June 2017
Yellow fever: Brazil outbreak

Notified as of: 2 Mar 2017

Municipalities with reported human yellow fever cases
- Confirmed
- Under investigation
- Federative Unit

Municipalities with reported yellow fever epizootics
- Confirmed
- Under investigation

Board meeting
14-15 June 2017
Yellow fever: Brazil outbreak

Notified as of:
18 May 2017

Municipalities with reported human yellow fever cases
- Confirmed
- Under investigation
- Federative Unit

Municipalities with reported yellow fever epizootics
- Confirmed
- Under investigation

Board meeting
14-15 June 2017
Yellow fever: vaccine supply

Africa: estimate of demand and supply through UNICEF

- Supply: High scenario
- Supply: Low scenario

2013-2017: Working with partners to improve supply security

- Encouraging manufacturers to invest in securing and increasing supply
- Providing technical and financial support to manufacturers
- Strengthening National Regulatory Agencies

Gavi support for yellow fever vaccine

Board meeting
14-15 June 2017
Ebola returns: Democratic Republic of the Congo

Source: WHO situation report, 2 June 2017
Epidemic preparedness: launch of CEPI

Here broad group of partners celebrating #cepi launch @Davos #wef17 #globalhealth @wellcometrust @gatesfoundation

Mission

We want to stop future epidemics by developing new vaccines for a safer world.

Vaccines are one of the world’s most important health achievements. Yet their life-saving potential hasn’t yet been realised for many known and unknown epidemic threats, particularly in low-income countries, where the risks and needs are often greatest.
“If we are to make progress, we must… make new history.”

Mahatma Gandhi
India-Gavi strategy: making new history

Pneumococcal vaccine

- Launch started in three states
- New presentation at lower price
- CSO engagement for mobilisation

Launched Pneumococcal Conjugate vaccine "PCV" under Universal Immunization Programme at Mandi, Himachal Pradesh today.
India-Gavi strategy: making new history

Pentavalent vaccine

• 50% drop in lowest global price

Measles-rubella vaccine

• Campaign started in five states

Mission Indradhanush:
full immunisation coverage up 5-7 % points since 2014

Rotavirus vaccine

• Launched in five more states, self-financed

PM Modi personally tracks progress
Pneumococcal vaccine: impact study, the Gambia

Pneumococcal Surveillance Project
Medical Research Council Unit
Patients enrolled: 18,833

Results:
Reduction in X-ray-proven pneumonia in children: 24%
Reduction in pneumococcal pneumonia: 63%
Reduction in very severe pneumonia: 61%

* Results published in the Lancet on 7 June 2017.
Weinberger, D. Filling in evidence gaps on the impact of pneumococcal vaccines. The Lancet Infectious Diseases. 7 June 2017
Syria: follow-up

- **Polio outbreak** reported 8 June

- **UNICEF proposal** (developed with WHO and civil society) under review:
  - routine vaccines: inactivated polio, pentavalent, measles-mumps-rubella (MMR)
  - cold chain equipment
  - measles campaign (vaccine support)

- **Syria uses MMR vaccine** - Secretariat plans **exceptional support** to continue routine programme

- **July:** new GNI data may show Syria below threshold
HPV vaccine: new approach reaps rewards

2012-2016:
3 national introductions
2 approved
(+ 24 demonstration projects launched)

Note: Honduras received only 50% support from Gavi (exceptional catalytic support)
HPV vaccine: new approach reaps rewards

Since January 2017:
+1 national introduction
+3 approved
+5 applied

Note: Cambodia launched an HPV demonstration project in January 2017.
Bolivia received only 50% support from Gavi (exceptional catalytic support).
HPV vaccine: supply shortages could jeopardise 2020 target

Fully immunised girls (millions)

- New strategy
- SDF12 (Dec 2015)

~ 900,000 deaths averted
Cholera: affected countries

Countries reporting cholera, 2010-2015
- Somalia: 48,600 cases
- Haiti: 5,900 cases
- DR Congo: 11,600 cases
- Yemen: 115,000+ cases

Countries reporting cholera, 2017
- Cameroon
- Malawi
- Mozambique

Approved for Gavi vaccine support in 2017

Board meeting
14-15 June 2017
Oral cholera vaccine: impact of investment

Number of doses used globally (millions)

- Dukoral
- Euvichol prequalified
- Shanchol prequalified
- Creation of stockpile/Gavi investment
- Gavi support for operational costs

Board meeting
14-15 June 2017
Diarrhoea deaths down by a third since 2005

Diarrhoea rate in children younger than 5 years in 2005

Per 100,000 population

THE LANCET

Diarrhoea deaths down by a third since 2005

Diarrhoea rate in children younger than 5 years in 2015

**Reduction in child deaths, 2005-2015**

**Diarrhoea:** 34%

**Rotavirus:** 44%

Rotavirus vaccine: risk of intussusception

“No increased risk of intussusception was observed with RV1 [monovalent rotavirus vaccine]”

Gavi-funded study conducted in 7 African countries by the Intussusception Surveillance Network, technically convened by CDC and WHO
Rabies vaccine: Gavi drives change

12 June 2017 | Geneva — Rabies vaccines are efficacious but underutilized. Their high cost and inaccessibility have perpetuated rabies as a neglected disease. A GAVI-supported learning agenda is transforming their operational feasibility, public health impact and cost through studies in many countries.

As innovative solutions surface, efficacy and cost-effectiveness are improving. The world is looking to GAVI to invest in rabies vaccines in 2018.

Full article
Post-transition: scenarios for engagement
Post-transition: scenarios for engagement

Protection with vaccines (coverage/vaccines introduced) vs. Sustainability (financing/institutional capacity)

- Sri Lanka
- Solomon Islands
- Vietnam
- Nigeria

Strategic questions for discussion

- Sustainability (financing/institutional capacity)
- Protection with vaccines (coverage/vaccines introduced)

Board agenda

- Key developments
- Previous Board decisions
- Update on the Alliance
- Strategic questions for discussion
- Board agenda

Post-transition: scenarios for engagement

Tailored strategies
- Primarily targeted technical support
- Primarily catalytic vaccine support
- Continued non-financial engagement
Balancing risk and country ownership

1. How do we manage the risk to Gavi’s reputation as we uncover examples where performance may be lower or systems weaker than we had previously understood?

2. What are the implications of better understanding these weaknesses for Gavi’s risk appetite?

3. What are the implications for Gavi’s model with its focus on country ownership?
Balancing risk and ownership: recurring theme

Country programmes

Report to the Board
14-16 June 2017

Gavi
The Vaccine Alliance

SUBJECT: COUNTRY PROGRAMMES: STRATEGIC ISSUES
Agenda Item: 07a
Category: For Decision

Section A: Summary
This update:
- Requests the Board to decide to continue support to Yemen despite the country's continuing deteriorating status based on a recommendation by the Programme and Policy Committee (PPC) (see under 1 in Section B).
- Presents two programmatic discussions that were discussed by the PPC for further guidance from the Board:
  - Reducing risk and ownership with a view to timely and predictable HPSU funding and with ongoing country ownership and sustainability of programmes (see under 2 in Section B).
  - Ongoing progress in introducing pneumococcal and rotavirus vaccines (see under 3 in Section B).
- Provides a high-level cross-country overview of PFRD for 13 countries' performance (see under 4 in Section A) for the Board's information and feedback.

A case study presenting Pakistan's recent progress towards improving equitable and sustainable immunization coverage and describing how Alliance partners have come together to support the country in reaching more children with vaccines is presented in Doc 07a.

Detailed information on the Alliance’s in-country operations, achievements, and challenges is provided in Annex A. Although these are developments on the programme and policy committee (PPC) and the board’s strategic goals.

Section B: Alliance Update on Country Programmes
1. Improving sustainability of national immunization programmes and continued support to Yemen
   1.1 As discussed in the Strategic Progress Update, 2016 was a record year in terms of country success for Gavi-supported programmes. However, Yemen is an exception to this trend, having still been unable to co-finance due to

Risk appetite

Report to the Board
14-16 June 2017

Gavi
The Vaccine Alliance

SUBJECT: REVIEW OF RISK ASSURANCE STATEMENT AND RISK MANAGEMENT AGREEMENT
Agenda Item: 11
Category: For Decision

Section A: Introduction
Gavi’s Risk Assurance Report, approved by the Board in December 2016, prioritized 15 top risks. It provided an initial view of Gavi’s inherent exposure to such risks and practical mitigation strategies. This report includes changes in risk appetite and overall risk profile since then. A new comprehensive Risk Assurance Report will be prepared for the November 2017 Board meeting.

This year’s report presents an updated Risk Assurance Statement (Annex A) for approval by the Board. Risk appetite defines a broad level of risk the Alliance is willing to accept in pursuit of mission and goals. The Audit and Finance Committee (AFC) has reviewed the updated statement and recommended its approval. Guidance from both the AFC and the Programme and Policy Committee (PPC) is summarised in this paper and has been incorporated in the final version.

This paper also provides an update on progress in strengthening risk management across the Alliance.

Section B: Context
1. Changes in Gavi’s risk profile since December
   1.1 Gavi’s Risk Assurance report prioritised 15 top risks in 18 high and 11 high risks. The report reassesses the risk profile since December 2016. The following top 10 risks have remained since December 2016:

Audit & investigations

Report to the Board
14-16 June 2017

Gavi
The Vaccine Alliance

SUBJECT: REPORT FROM AUDIT AND INVESTIGATIONS
Agenda Item: 13
Category: For Information

Section A: Introduction
The Managing Director Audit and Investigations is required to report to the Board at least annually on the effectiveness of the Audit and Finance Committee’s (AFC) work on financial, compliance, and governance matters.

The Audit and Investigations (A&I) function (summarised in Annex A) is the Board’s independent and objective assurance function, which provides an independent assessment of the organization's financial and risk management control and governance processes.

The A&I function was established in February 2015 with 13 authorized employees. The Gavi Board accepted the function’s charter of operations Audit and Investigations Terms of Reference, which reflected this commitment, in December 2016. The A&I function comprises four main activities:

- Internal Audit which is independent and objective assurance and consulting activity to improve and effectively the effectiveness of the organisation's risk management, control, and governance processes.
- Programme Audit which conducts audits of programmes in-country to assess whether Gavi support, including cash, in-kind, and related supplies, has been used as intended to support value-for-money, consistency with financial and programmatic aspects.
- Investigations and Counter Fraud which conducts an evidence-based examination of practices and other misconduct within Gavi, in Gavi-supported programmes in-country, or when otherwise impacted from a risk-based perspective. The role of the A&I function is to ensure to prevent the risk of such conduct recurring and impairing the organisation.
Nigeria: challenge of weak data

Coverage with three doses of DTP-containing vaccine, %
Nigeria: challenge of weak data

Coverage with three doses of DTP-containing vaccine, %
Nigeria: challenge of weak data

Coverage with three doses of DTP-containing vaccine, %

[Graph showing data from 2006 to 2015, with coverage rates indicated for Administrative, Government official, WUENIC 2014, WUENIC 2016, and Survey.]
Nigeria: challenges of using country systems

- Challenges in all key areas:
  - Data
  - Financial systems
  - Supply chain
  - Management
  - Health system

- Gavi investing to strengthen systems but long-term process

- How to balance risk and country ownership?
Alliance Health Survey: key findings

**PARTNER ENGAGEMENT MODEL**

**OVERALL PARTNER ENGAGEMENT SCORE**

- Perfect partner: 3.51
- Proud to be a partner: 4.08
- Treat me with respect: 3.94
- Fair and satisfactory resolution: 3.58
- Treat me fairly: 3.65
- Partners I can always trust: 3.70
- Deliver on promise: 3.53
- Overall Satisfaction: 3.34

Copyright © 2017 Gallup, Inc. All rights reserved.
Alliance Health Survey: trust strongest at country level

“My Gavi Alliance partners from ORGANISATION are partners I can always trust.”

GLOBAL
Level of Partnership

REGIONAL
Level of Partnership

COUNTRY
Level of Partnership

Copyright © 2017 Gallup, Inc. All rights reserved.

Board meeting
14-15 June 2017
Alliance Health Survey: three workstreams at all three levels

- Communication
- Trust and relationships
- Leadership
Knowledge management: Alliance coming together

Country portal

Partner portal
## MOPAN assessment: top marks for the Alliance

<table>
<thead>
<tr>
<th>Area</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational architecture and financial framework</td>
<td>Highly satisfactory</td>
</tr>
<tr>
<td>Operating model and human/financial resources</td>
<td>Highly satisfactory</td>
</tr>
<tr>
<td>Cost- and value-conscious, financial transparency/accountability</td>
<td>Highly satisfactory</td>
</tr>
<tr>
<td>Coherent partnerships, catalytic use of resources</td>
<td>Highly satisfactory</td>
</tr>
<tr>
<td>Strong and transparent results focus</td>
<td>Highly satisfactory</td>
</tr>
<tr>
<td>Implementation of global frameworks for cross-cutting issues</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>Operational planning and intervention design tools</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>Evidence-based planning and programming</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>

Note: descriptions of areas evaluated have been shortened for brevity. Areas for which scores were not available have been removed.
UK multilateral development review

Performance of Multilateral Development Review agencies and groups

"Organisations like Gavi, the Vaccine Alliance, are in many ways one of the best parts of our aid effort, saving millions of lives with our investment."

Priti Patel, UK Secretary of State for International Development
Board agenda

Consent agenda
- Board leadership
- Gavi policy: fragility, emergencies & refugees
- Review of cold chain optimization platform
- Programme funding policy

Main agenda
- Financial update
- Partners' Engagement Framework
- Country Programmes: strategic issues
- Review of risk appetite statement and risk management update
- Gavi's potential engagement in IPV post 2018
- Report from Audit and Investigations
- Resource mobilisation update
Key developments
Previous Board decisions
Strategic questions for discussion
Update on the Alliance
Board agenda

Happy birthday slide for Ngozi

Board meeting 14-15 June 2017
Thank you