

CEO Board update

Seth Berkley, MD

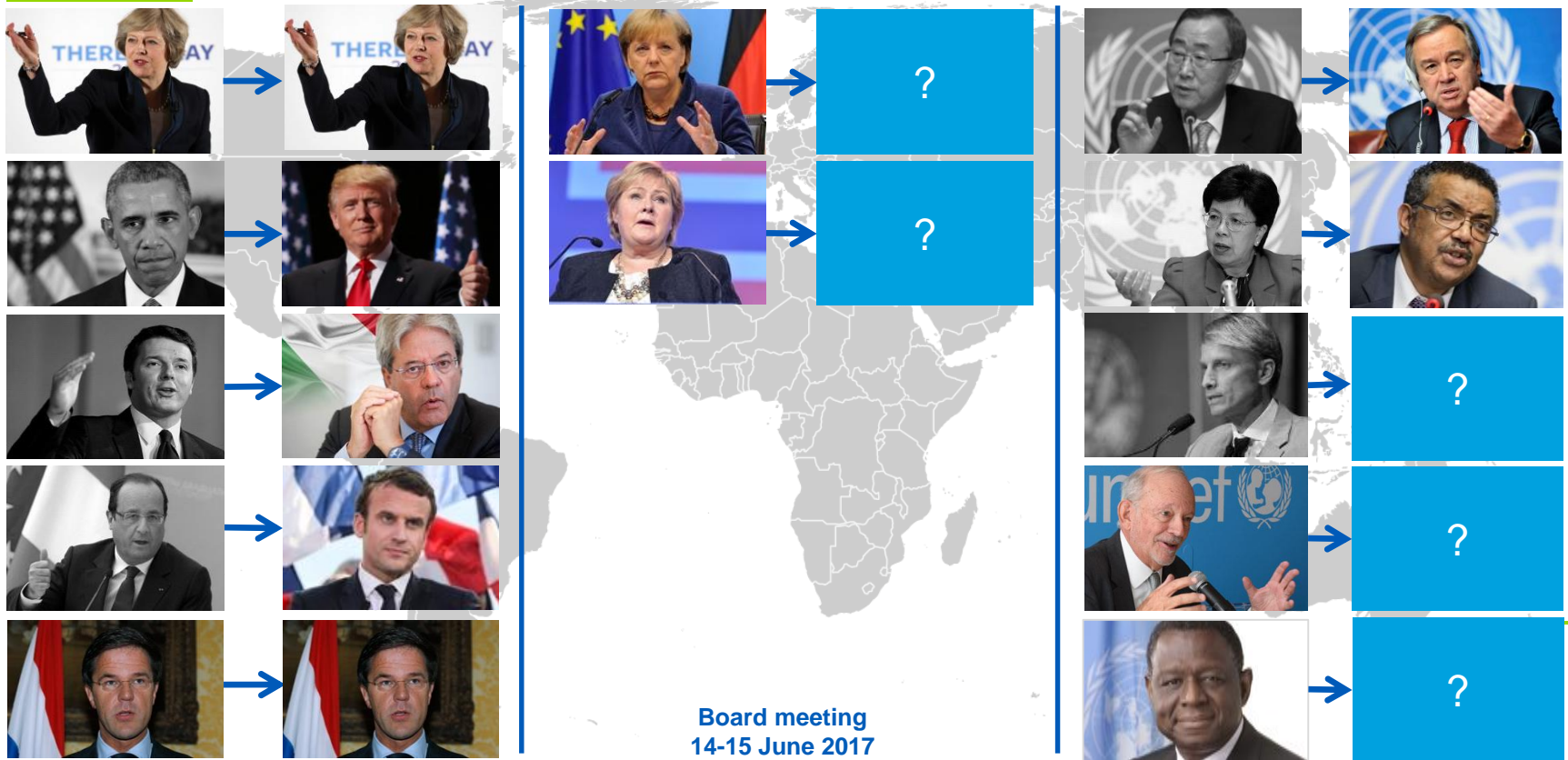
14 June 2017, Geneva



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



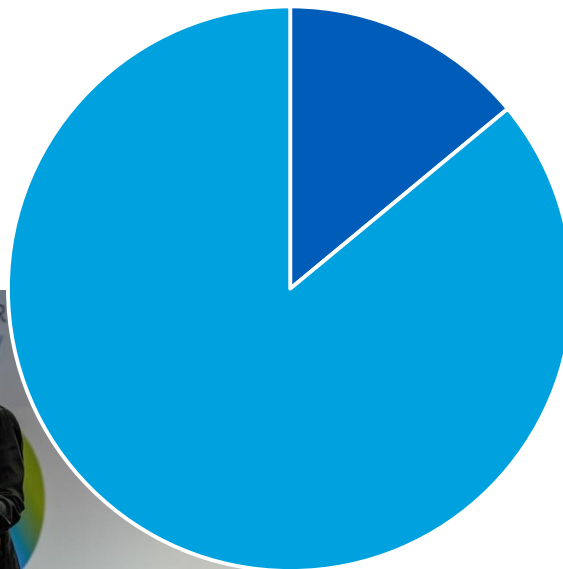
*“We welcome the voluntary financing to... the Global Fund and **Gavi**, for complementing domestic resources for health to build resilient and sustainable systems as a step towards realizing universal health coverage.”*

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

Board meeting
14-15 June 2017

Donor commitments: progress

87%
pledges signed
since Berlin



13%
renewed annually



Anti-vaccine movements: increasing activity



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This is a unalloyed disaster for public health.



CNN @CNN

Donald Trump asked vaccine skeptic Robert F. Kennedy Jr. to head a commission on vaccines cnn.it/2jAsrH3

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Anti-vaccine movements: surge in measles

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

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



M5S leader Beppe Grillo campaigning for 'no' in Italy's referendum on constitutional reform, the party has also said no to vaccinations. Photograph: Alessandro Di Marco/EPA

Measles outbreak kills 17 unvaccinated children in Romania

Updated / Sunday, 12 Mar 2017 19:55



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

Minnesota Sees Largest Outbreak of Measles in Almost 30 Years

By CHRISTOPHER MELE MAY 6, 2017



Minnesota measles outbreak worsens, disproportionately affecting Somali community

State health officials lay some of the blame on anti-vaccine activists

Anti-vaccine movements: surge in measles

Italy makes 12 vaccinations compulsory for children

19 May 2017 | Europe



AFP

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

26 May 2017 | Europe



GETTY IMAGES

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



Agreement on
2 immunisation
targets

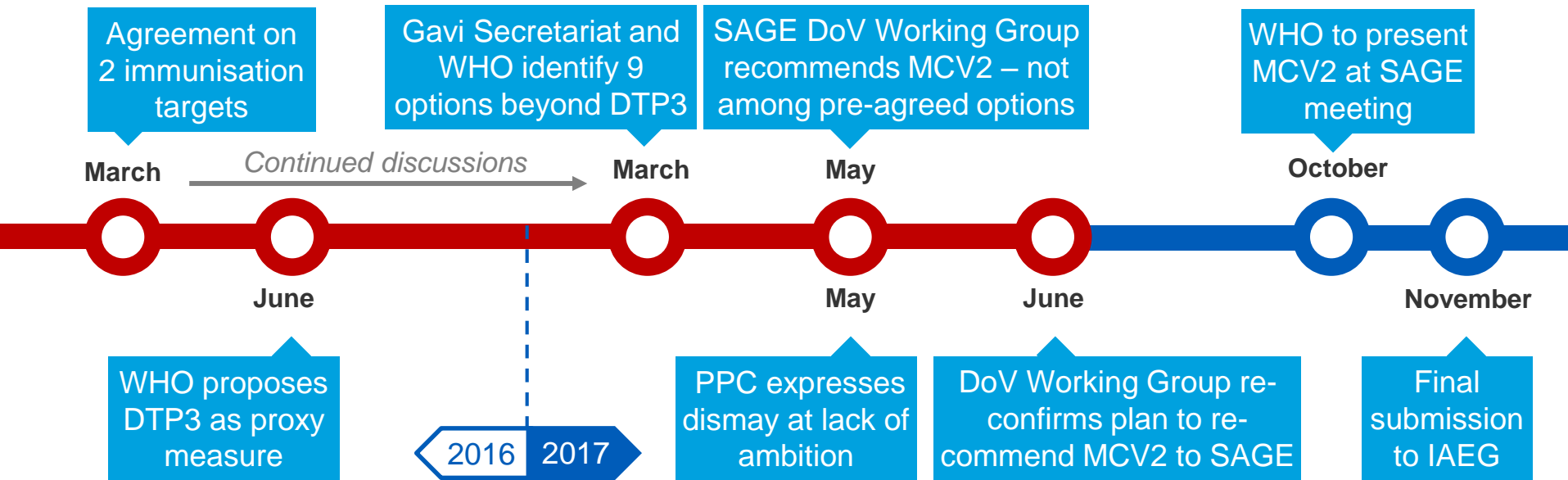
March

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

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SDG immunisation indicator: timeline



Methods defined now cannot be revisited until 2020

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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

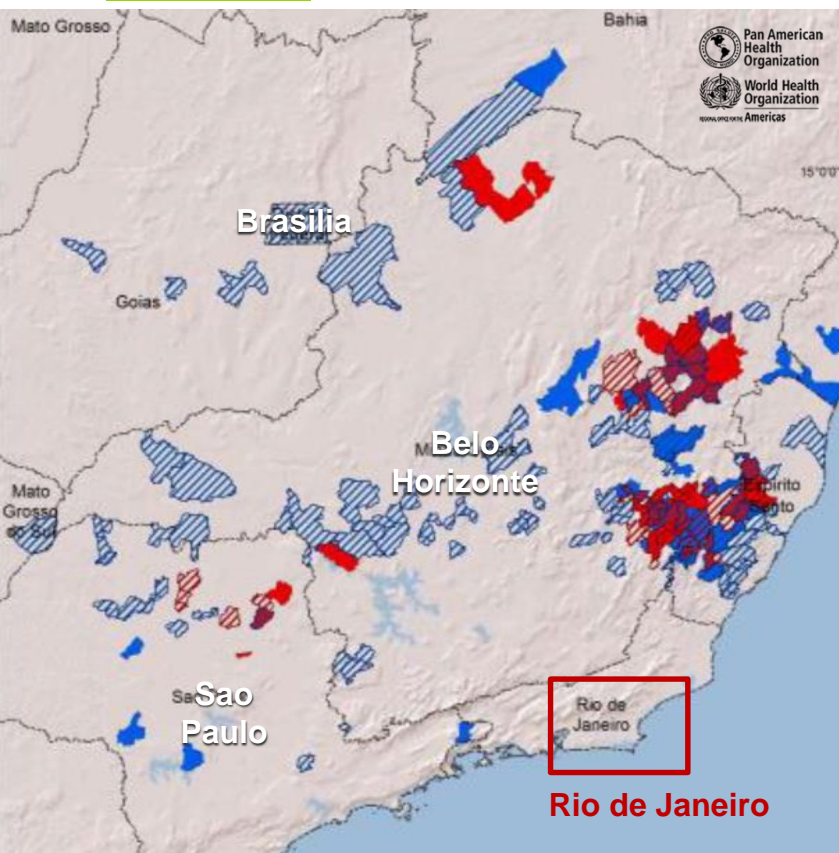
19%
of countries
introduced*

* 20% if BCG is excluded

DTP	Hep B	Rota-virus
Hib	Measles	Polio
Rubella	Pneumo	BCG

**Need to
measure real
progress**

Yellow fever: Brazil outbreak



Notified as of:
31 Jan 2017

Municipalities with reported human yellow fever cases

- Confirmed
- Under investigation
- Federative Unit

Municipalities with reported yellow fever epizootics

- Confirmed
- Under investigation

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The New York Times

The Opinion Pages | OP-ED CONTRIBUTOR

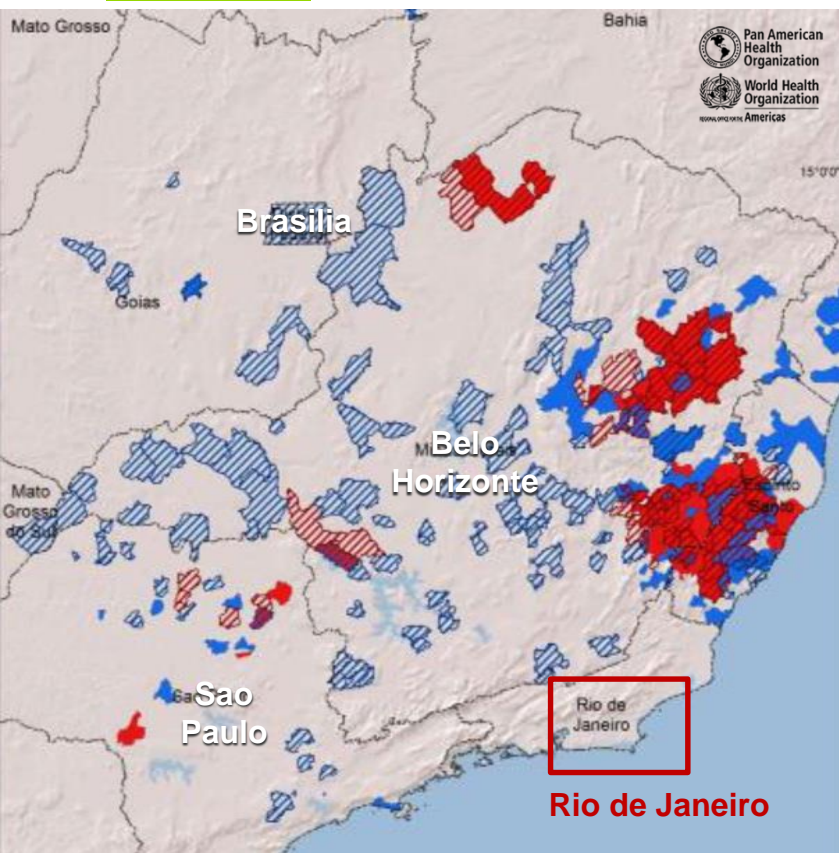
The Looming Threat of Yellow Fever

By SETH BERKLEY MAY 15, 2017



Health and social workers talk to relatives of Watila Santos, who died from yellow fever in Casimiro de Abreu, Brazil, in March. Leo Correa/Associated Press

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

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The New York Times

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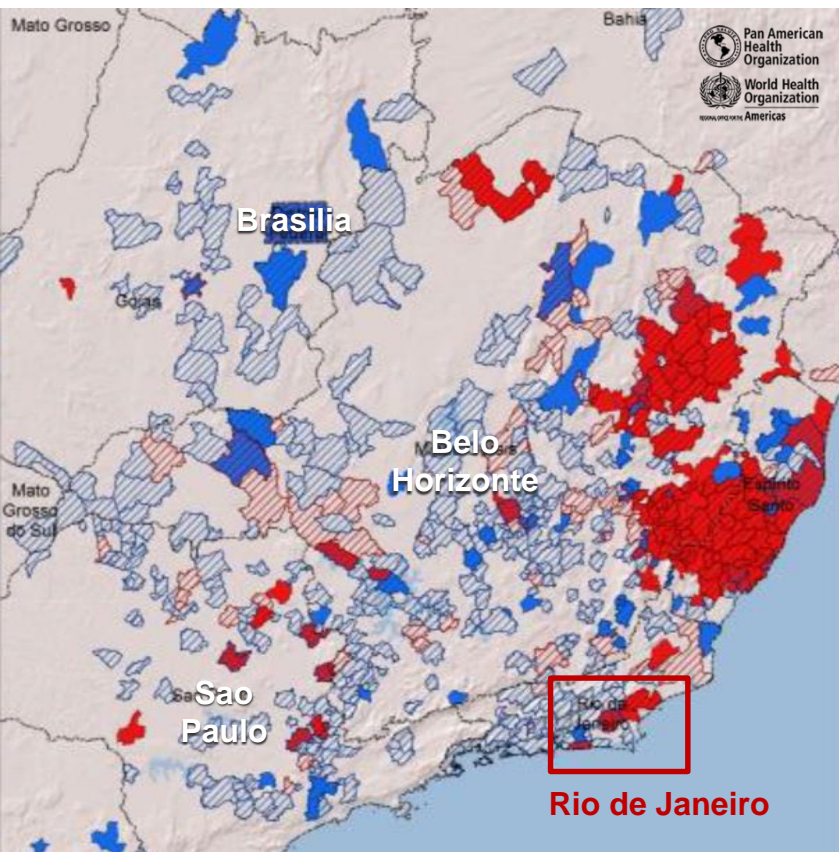
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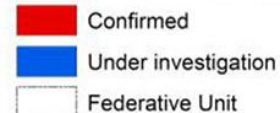
Health and social workers talk to relatives of Watila Santos, who died from yellow fever in Casimiro de Abreu, Brazil, in March. Leo Correa/Associated Press

Yellow fever: Brazil outbreak

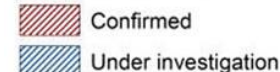


Notified as of:
18 May 2017

Municipalities with reported human yellow fever cases



Municipalities with reported yellow fever epizootics



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The New York Times

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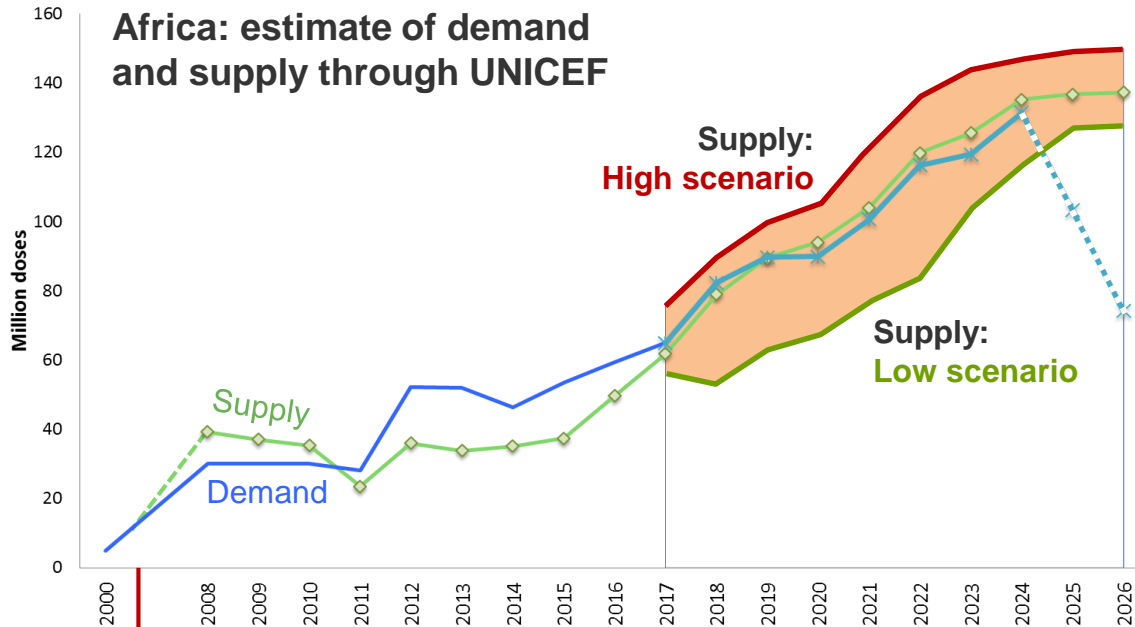
The Looming Threat of Yellow Fever

By SETH BERKLEY MAY 15, 2017



Health and social workers talk to relatives of Watila Santos, who died from yellow fever in Casimiro de Abreu, Brazil, in March. Leo Correa/Associated Press

Yellow fever: vaccine supply



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

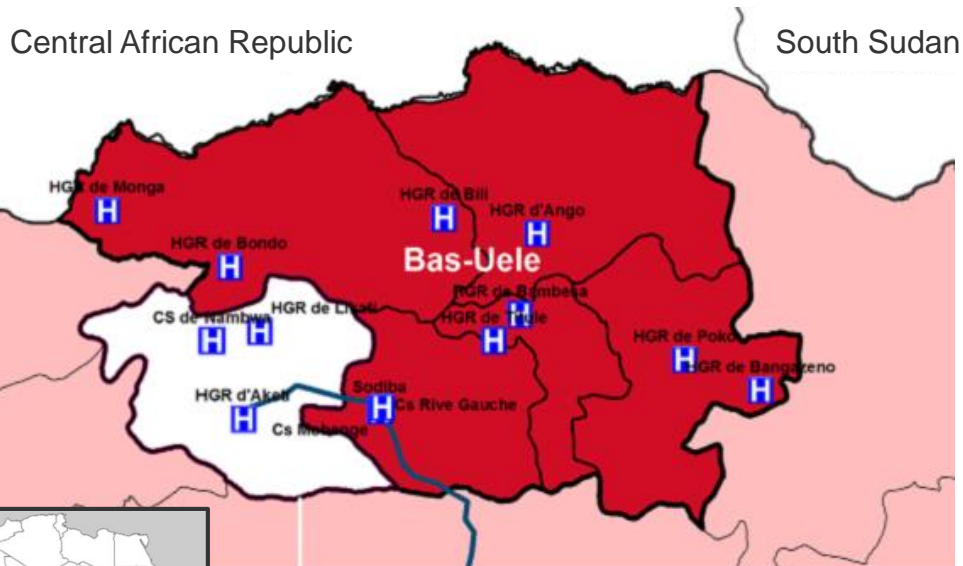
Strengthening National Regulatory Agencies

2001

Gavi support for yellow fever vaccine

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Ebola returns: Democratic Republic of the Congo



Source: WHO situation report, 2 June 2017

First case	MoH declares outbreak	Ethics Review Committee & national regulatory approval	MoH declares outbreak under control
22 April	11 May	25 May	2 June



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Epidemic preparedness: launch of CEPI



Seth Berkley ✓

@GaviSeth

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



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Richard Hatchett
CEO, Coalition for
Epidemic Preparedness
Innovations (CEPI)

CEPI
New vaccines
for a safer world

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.”*

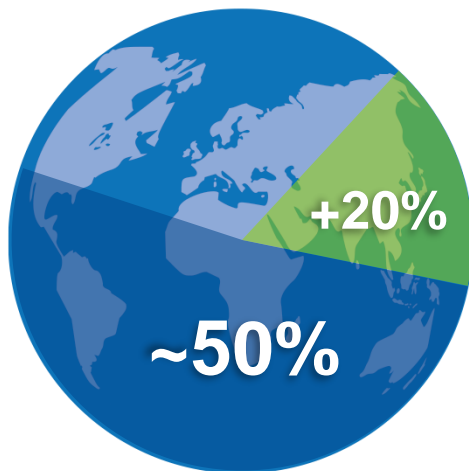
Mahatma Gandhi



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.



- Jagat Prakash Nadda** @JPNadda · May 13
 Replying to @JPNadda
 Major milestone of @MoHFW_INDIA ;#PneumococcalConjugatevaccine protects children from #Pneumonia caused by Pnuemococcal bacteria.
 1 74 40
- Jagat Prakash Nadda** @JPNadda · May 13
 #PCV will be available free of cost at all public health facilities; PCV will cover approx. 21 lakh children of HP, UP & Bihar.
 5 96 74
- Jagat Prakash Nadda** @JPNadda · May 13
 Urge everyone to get their children to get #PCV cover, to make them healthy.
 #VaccinesWork #SwasthaBharat
 5 131 72

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India-Gavi strategy: making new history

Pentavalent vaccine

- 50% drop in lowest global price

Measles-rubella vaccine

- Campaign started in five states

Rotavirus vaccine

- Launched in five more states, self-financed



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

PM Modi personally
tracks progress

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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%**

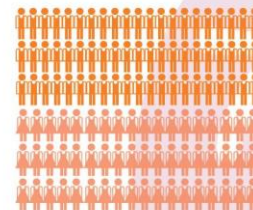
Reduction in pneumococcal pneumonia: **63%**

Reduction in very severe pneumonia: **61%**



Pneumococcal conjugate vaccine impact study

Pneumonia surveillance with
18,833 patients



PCV in The Gambia reduced

- X-ray proven pneumonia in children by
- Very severe pneumonia by



* 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)

Honduras

Guyana

Uganda
Rwanda

Sri Lanka

Note: Honduras received only 50% support from Gavi (exceptional catalytic support)

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14-15 June 2017

HPV vaccine: new approach reaps rewards

Since January 2017:

+1 national introduction

+3 approved

+5 applied

Honduras

Bolivia

Guyana

Mauritania

Senegal

The Gambia

Cameroon

Zimbabwe

Ethiopia

Uganda

Rwanda

Kenya

Tanzania

Sri Lanka

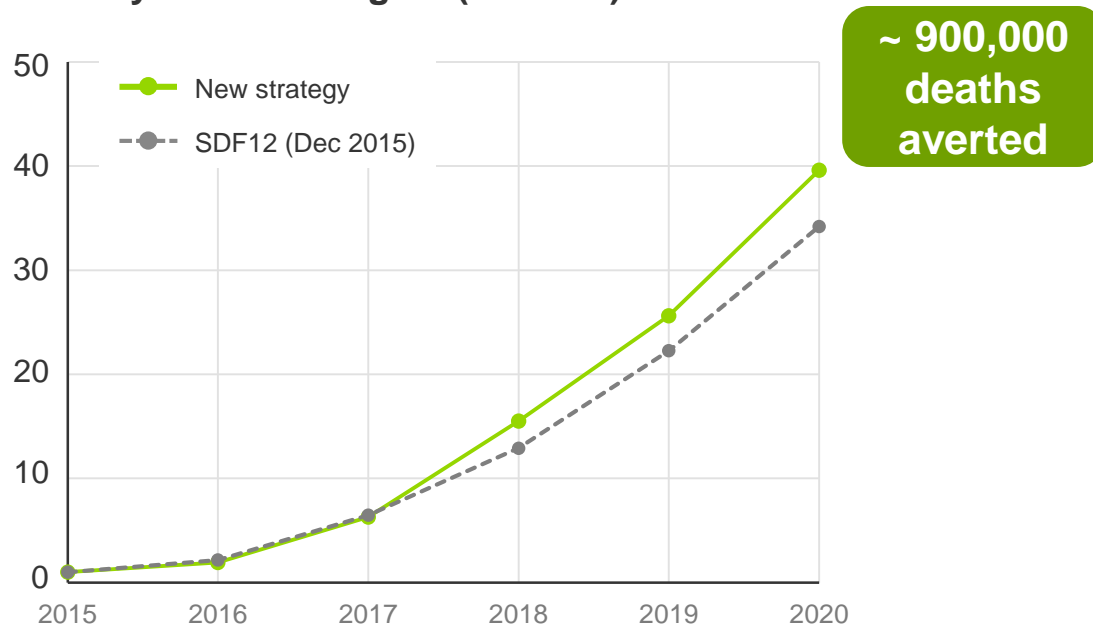
Note: Cambodia launched an HPV demonstration project in January 2017.

Bolivia received only 50% support from Gavi (exceptional catalytic support).

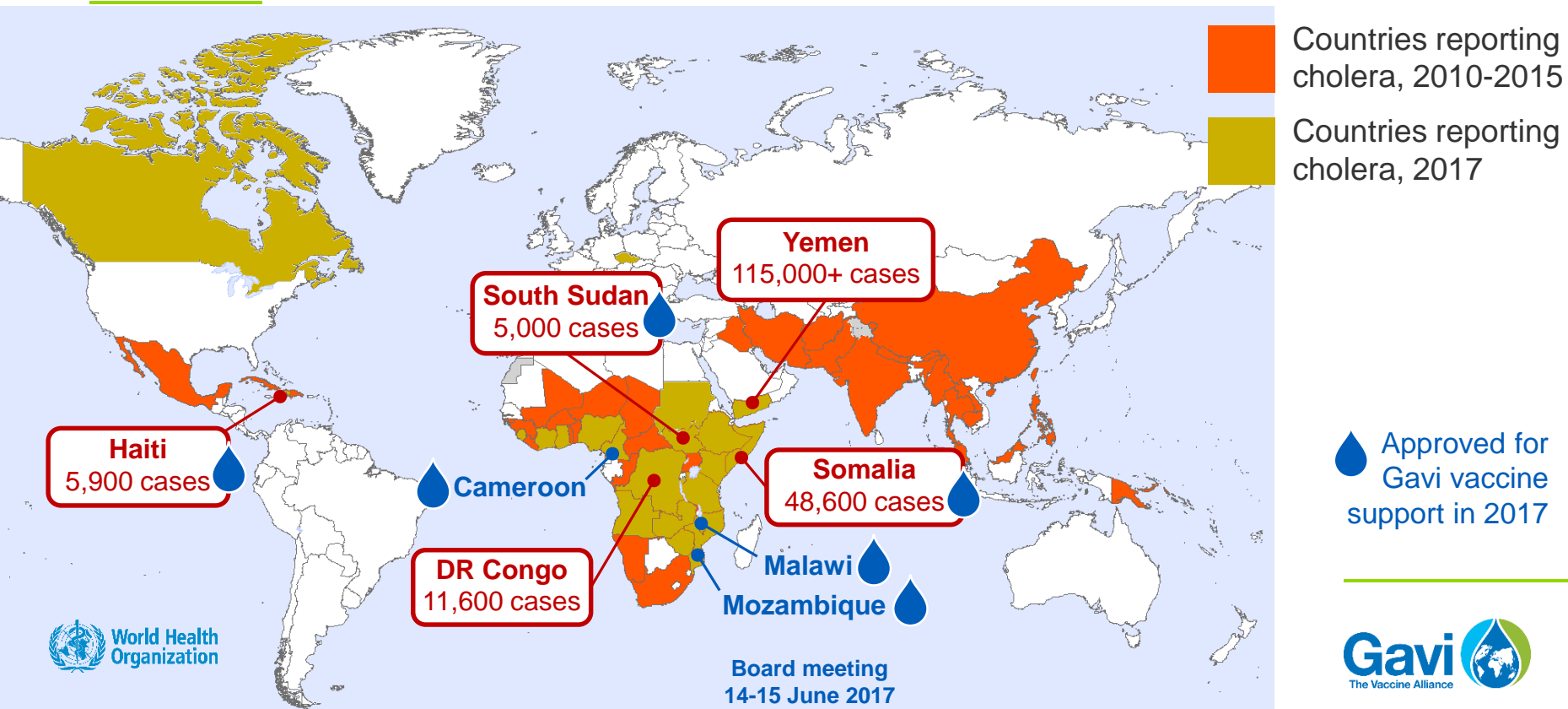
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HPV vaccine: supply shortages could jeopardise 2020 target

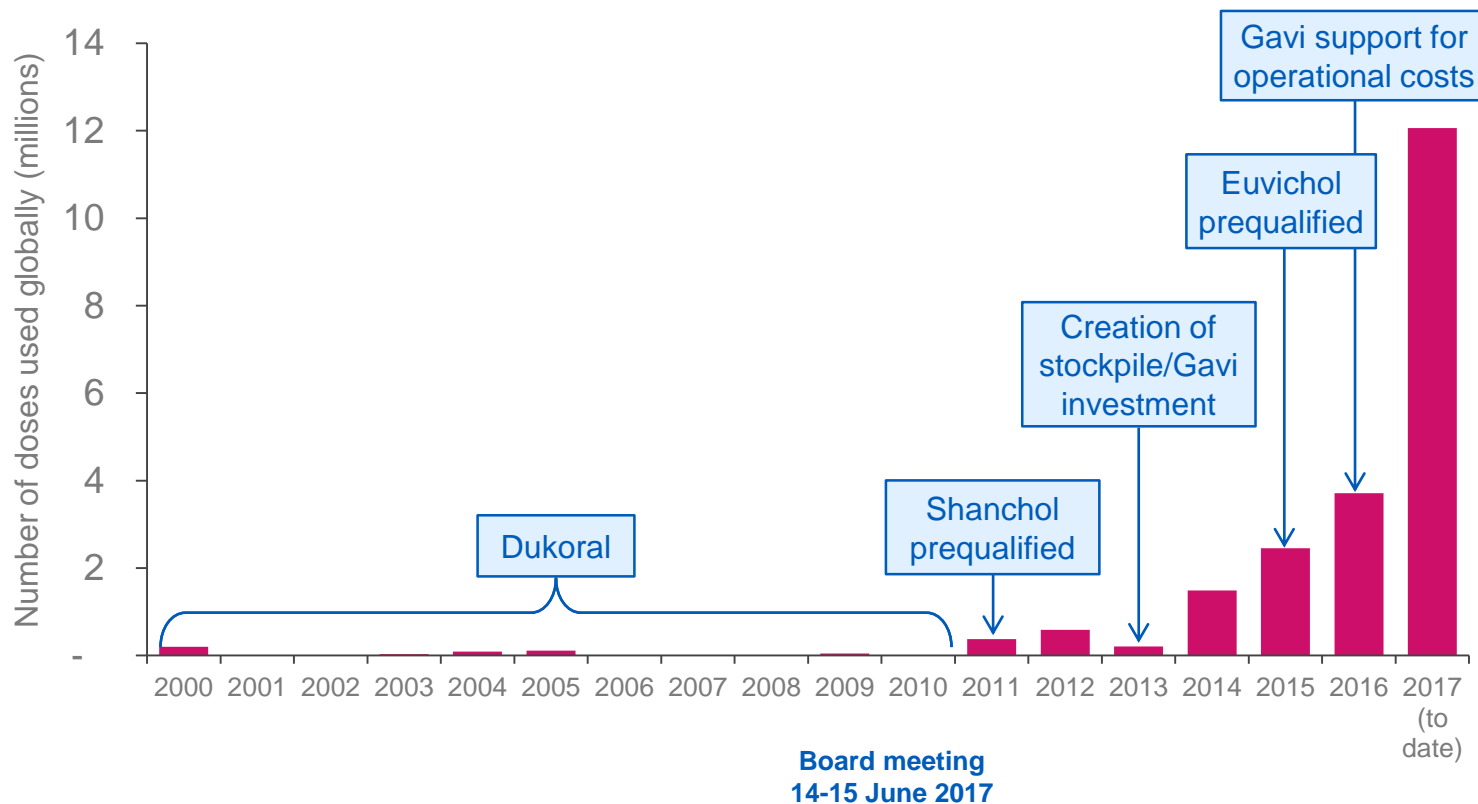
Fully immunised girls (millions)



Cholera: affected countries

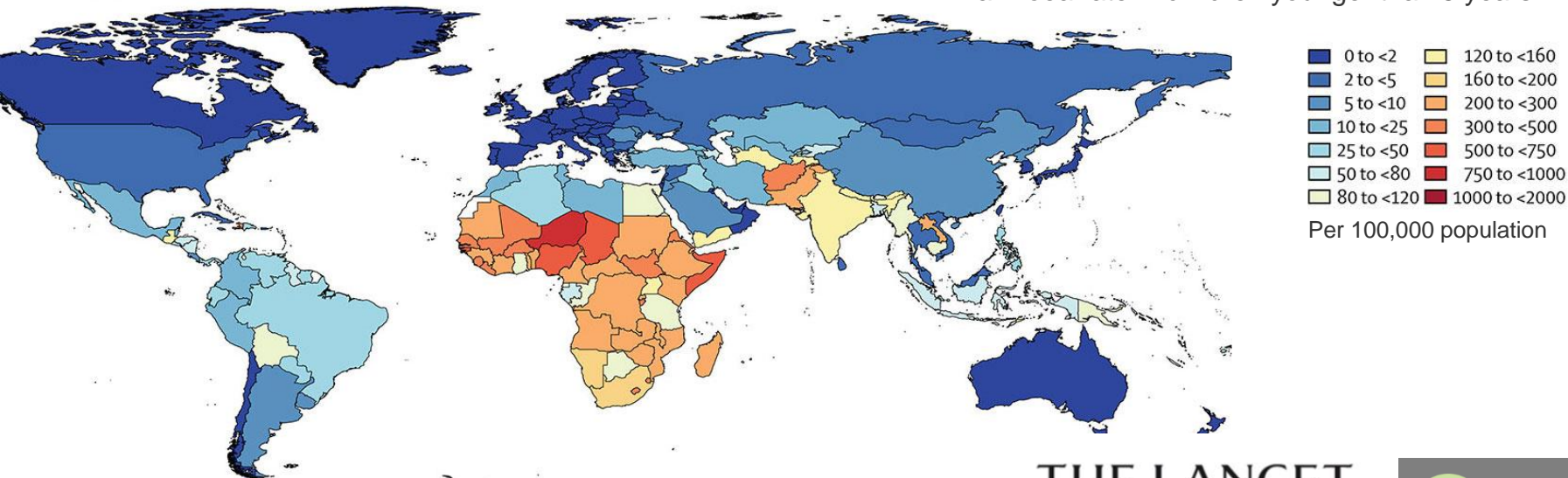


Oral cholera vaccine: impact of investment



Diarrhoea deaths down by a third since 2005

Diarrhoea rate in children younger than 5 years in **2005**



THE LANCET

Troger, C, et al. Estimates of global, regional, and national morbidity, mortality, and aetiologies of diarrhoeal diseases: a systematic analysis for the Global Burden of Disease Study 2015.

The Lancet Infectious Diseases. 1 June 2017

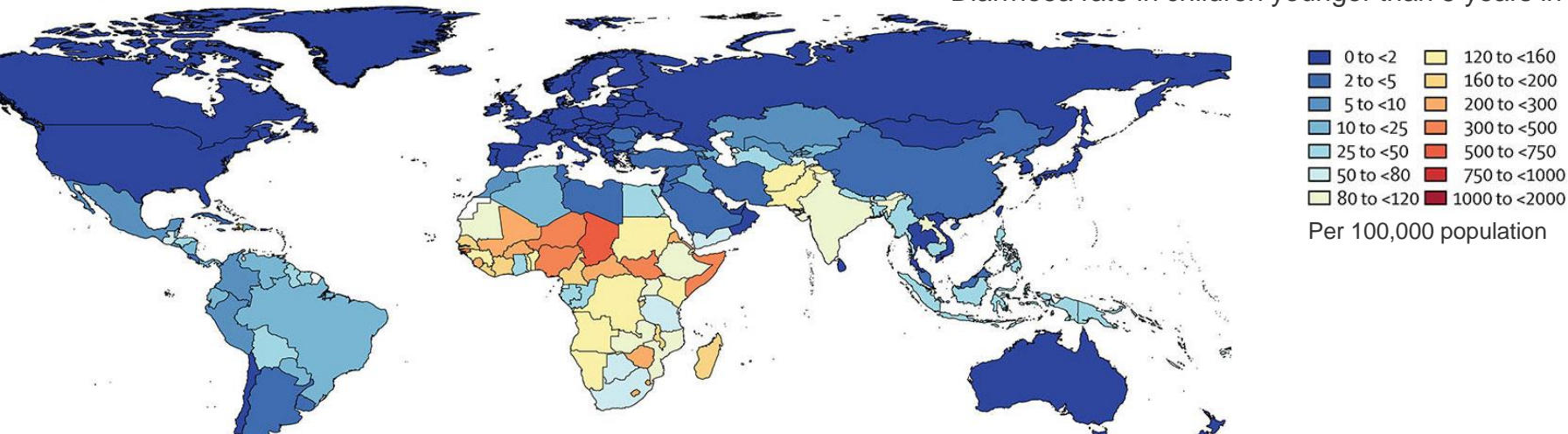


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Diarrhoea deaths down by a third since 2005

Diarrhoea rate in children younger than 5 years in **2015**



Reduction in child deaths, 2005-2015

Diarrhoea: 34%

Rotavirus: 44%

THE LANCET

Troger, C, et al. Estimates of global, regional, and national morbidity, mortality, and aetiologies of diarrhoeal diseases: a systematic analysis for the Global Burden of Disease Study 2015. *The Lancet Infectious Diseases*. 1 June 2017



Rotavirus vaccine: risk of intussusception

The New York Times **News**

WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH SPORTS OPINION

RESEARCH FITNESS & NUTRITION MONEY & POLICY VIEWS

Vaccine for Infant Diarrhea Is Withdrawn as Health Risk

By LAWRENCE K. ALTMAN
Published: October 16, 1999

ATLANTA, Oct. 15

American Home Products, the manufacturer of the only licensed vaccine to prevent the most common cause of severe diarrhea among infants and children, announced today that it was withdrawing the vaccine from the market because of concerns that it could cause a painful and potentially fatal bowel obstruction.

The diarrhea is caused by the rotavirus, and last year the Government recommended that every infant in the United States get the protective vaccine. One million children swallowed three doses of the vaccine, Rotashield, at 2, 4 and 6 months of age, the company said.

But in July the Centers for Disease Control and Prevention, a Federal agency based here, said no one should get the vaccine because a program that monitors side effects suggested a link between the vaccine and the bowel condition, called intussusception.

Today, prompted by more than 100 reports of intussusception to the agency -- more than half of them within a week of vaccination -- American Home Products asked doctors and health workers to return all unused vaccine immediately. It said it would wait for completed studies to determine whether withdrawal of the vaccine would be permanent.

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“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



World Health Organization

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Gavi's learning agenda drives change for rabies



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.

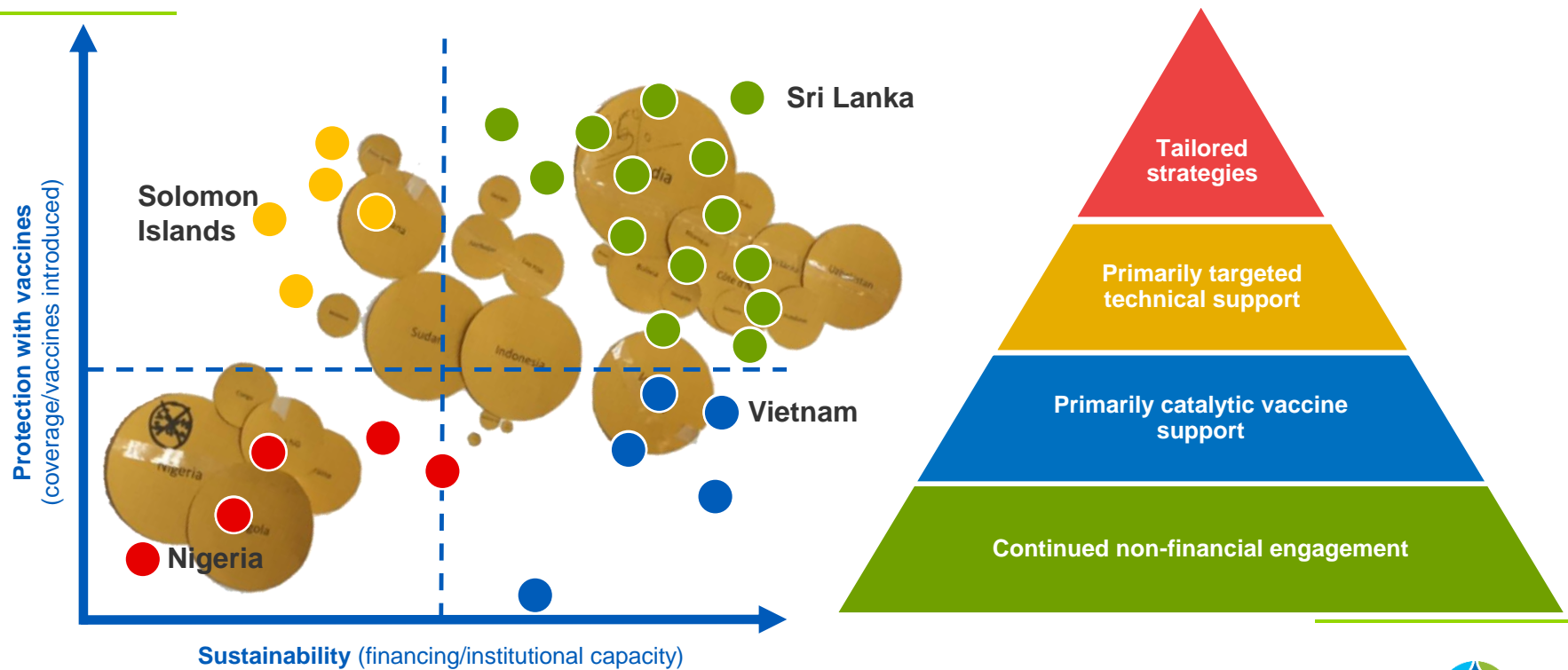
As innovative solutions surface, efficacy and cost-effectiveness are improving. The world is looking to GAVI to invest in rabies vaccines in 2018.

[Full article](#)

Post-transition: scenarios for engagement



Post-transition: scenarios for engagement



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

Risk appetite

Audit & investigations



Report to the Board
14-15 June 2017

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 defaulter status based on a recommendation by the Programme and Policy Committee (PPC) (see under 1 in Section B).
- Presents two programmatic challenges that were discussed by the PPC for further guidance from the Board:
 - balancing risk assurance with the need for timely and predictable HSIS funding, and with ensuring country ownership and sustainability of programmes (see under 2 in Section B).
 - sustaining progress in introducing pneumococcal and rotavirus vaccines (see under 3 in Section B).
- provides a high level cross-portfolio overview of PEF tier 1 countries' performance (see under 4 in Section B) for the Board's information and feedback.

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

Detailed information on the Alliance's in-country operations, activities, achievements and challenges is provided in Annexes A through F. The PPC also discussed the progress made on the implementation of the Country Engagement Framework (Doc 03b to the May 2017 PPC).

Section B: Alliance Update on Country Programmes

- Improving sustainability of national immunisation programmes and continued support to Yemen
 - As discussed in the Strategy Progress Update, 2016 was a record year in terms of country co-financing for Gavi-supported programmes. However, Yemen is an exception to this trend, having not been able to co-finance due



Report to the Board
14-15 June 2017

SUBJECT: REVIEW OF RISK APPETITE STATEMENT AND RISK MANAGEMENT UPDATE

Agenda item: 11

Category: For Decision

Section A: Introduction

- Gavi's Risk & Assurance Report¹, approved by the Board in December 2016, prioritised 15 top risks. It provided an initial view of Gavi's inherent exposure to each of those risks and primary mitigation strategies. This paper provides a high-level update on major changes in Gavi's risk profile since then. A new comprehensive Risk & Assurance Report will be prepared for the November 2017 Board meeting.
- This paper also presents an updated Risk Appetite Statement (Annex A) for approval by the Board. "Risk appetite" defines on a broad level the amount of risk the Alliance is willing to accept to achieve its mission and goals. The Audit and Finance Committee (AFC) has reviewed the updated statement and recommended it for 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: Content

- Changes in Gavi's risk profile since December
 - Gavi's last Risk & Assurance report prioritised 15 top risks (4 very high and 11 high risks) and 15 medium risks (Annex B). Risks are dynamic in nature (due to changing risk factors and progress in mitigation) and may emerge, increase, decrease, or disappear. The Secretariat closely monitors these risks for changes in exposure. No substantial new risks have emerged since December 2016. However, the following top and medium risks have been impacted by recent trends and events:
 - HIGHER: Vaccine confidence (risk F)** – This risk has increased, with growth in anti-vaccine campaigning most notably in the United States, the European Union and India. Campaigners are explicitly seeking to target other countries in Europe and elsewhere. While policymakers

¹ http://www.gavi.org/about/governance/gavi-board/minutes/2016/7_dec/minutes/11--risk_management_update/

² Refers to numbering of risks in Risk & Assurance report (see Annex B).



Report to the Board
14-15 June 2017

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 (reports are otherwise made to the Audit and Finance Committee (AFC) on matters arising, typically five times per year, and ad hoc as required). This report updates the Board on the results of the Audit and Investigations ("A&I") activity (summarised in Annex A) since the last Board report of June 2016 and is a high level summary of matters reported to the AFC.
- The Board approved the reconstitution of the audit function from a single person Internal Audit activity in December 2014 (as part of Gavi's enhancement of its risk management activities to three lines of defence model, a commonly used configuration of risk management). A&I comprises the third line of defence being independent of the operational activities of the first two lines, and reports to the Board, which is effected through routine reporting to the AFC, and the Chief Executive Officer. Audits are conducted against annual plans approved by the AFC, drawn from a risk-based assessment of priority.
- The A&I function was established in February 2015 with a 13 person authorised headcount. The Board approved the function's charter of operation ("Audit and Investigations Terms of Reference", ToR), reflecting this reconstitution, in December 2015. The A&I function comprises four main activities:
 - Internal Audit which is an independent and objective assurance and consulting activity to evaluate and improve 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, vaccines and related supplies, have been used as intended to provide value-for-money, considering both financial and programmatic aspects.
 - Investigations and Counter-Fraud which conducts an evidence-based examination of possible misuse and other misconduct within Gavi, in Gavi-supported programmes in-country, or which otherwise impact upon the organisation. It conducts preventive activities to minimise the risk of such conduct occurring and/or impacting the organisation.

Nigeria: challenge of weak data

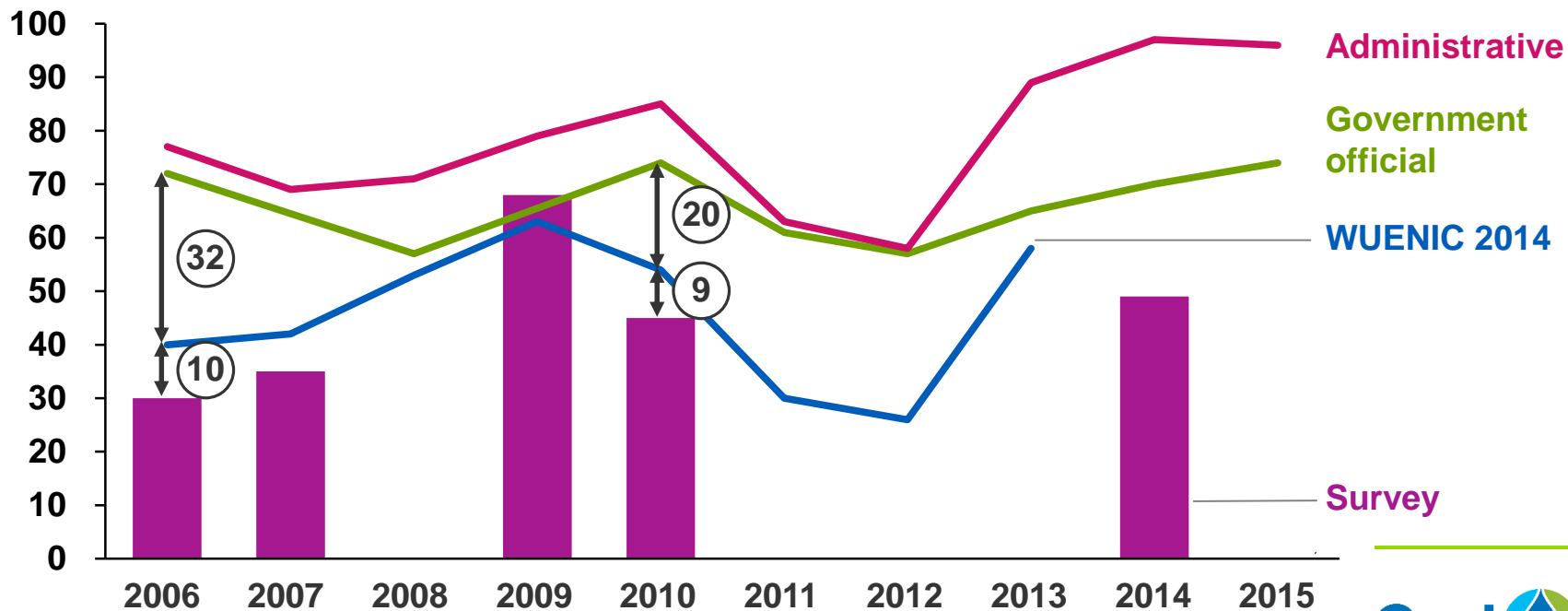
Coverage with three doses of DTP-containing vaccine, %



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Nigeria: challenge of weak data

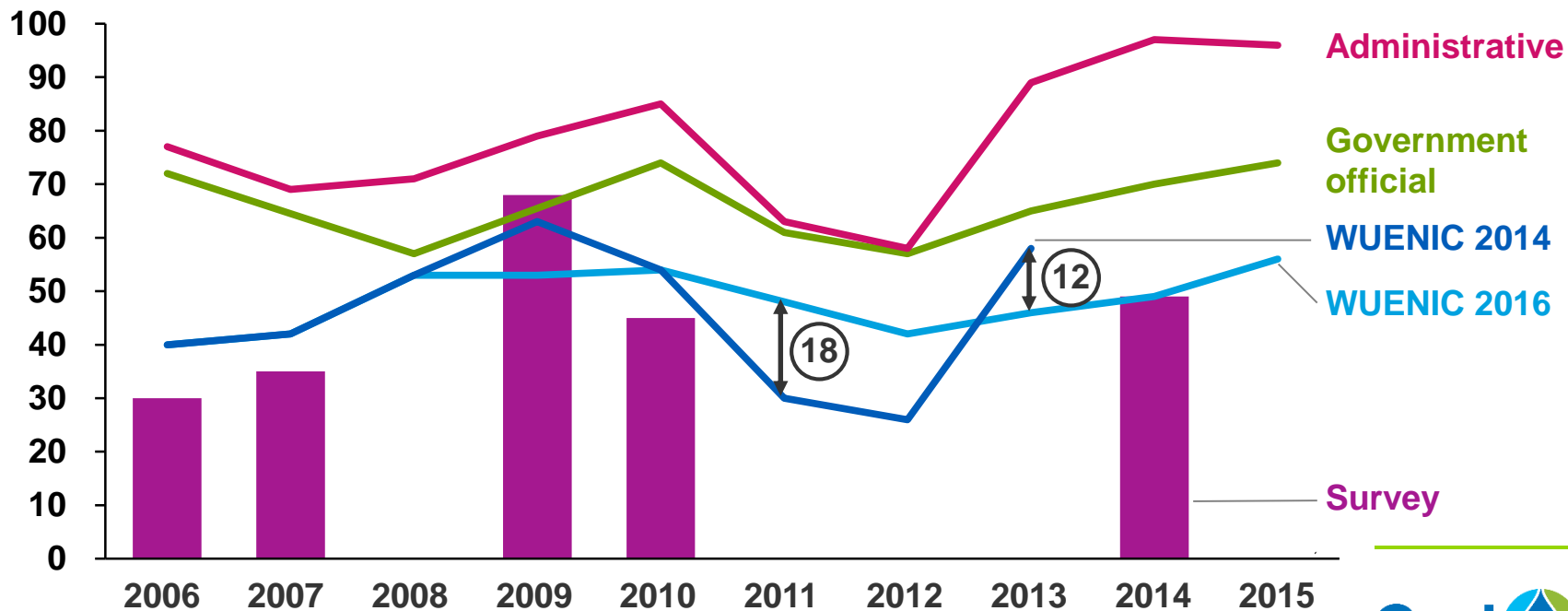
Coverage with three doses of DTP-containing vaccine, %



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Nigeria: challenge of weak data

Coverage with three doses of DTP-containing vaccine, %



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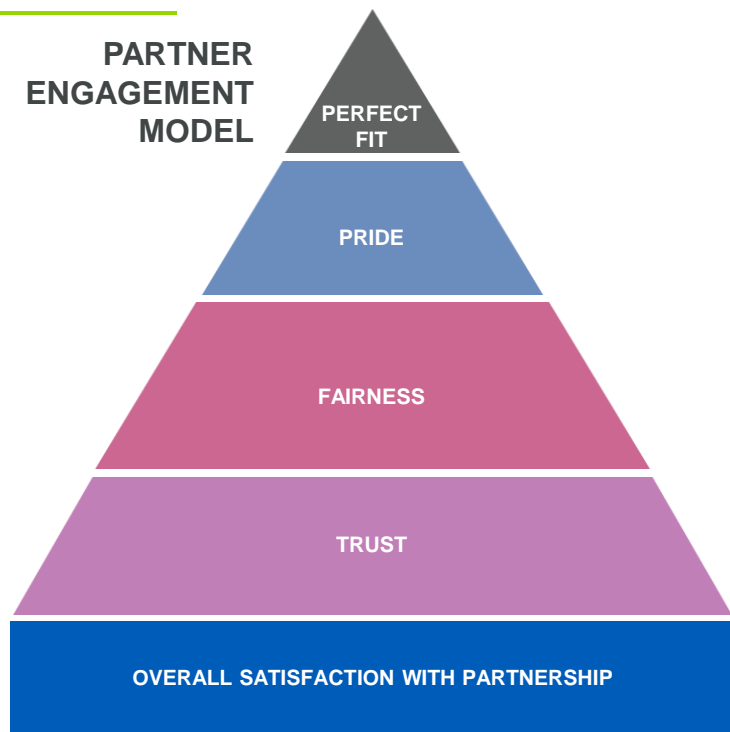
Nigeria: challenges of using country systems

Nigeria Country Summary Sheet The Facility						
Country General Information						
Goal	Intervention	Co-financing group	Accelerated transition	Priority status	Program	Risk category
Health	Immunisation	WHO	2	High	Immunisation	Highest
# under-5s (2015)	% GDP targets achieved	2015	2016	2017	Expected	2016
2.3m	63%	17	17	17	17	17
# P4P positions funded	2016	2017	2018	2019	2020	2021
7	7	7	7	7	7	7
<p>Top 3 Areas for Gavi Engagement</p> <p>1. Fiscality risk - Following the discovery of mis-use of funds for a 2014 & 2015 audit, 30 recommendations have been developed to decrease fiscal risk, including e.g. embedding a fiscal agent and a coordination unit in the NPHQDA.</p> <p>2. CIU - Work closely with the country and partners on the country's application under the CIU, which will likely include an application for HSS, COE, CAP, MAC, MIV, national and transfer grant.</p> <p>3. Data and Demand - as part of next HSS2 grant a major focus will be placed on data improvement and demand creation.</p>						
Area	Status & Trend	Key information				
Coverage	↔	Coverage remains low but has seen a modest increase over the past years (from 46% in 2012 to 56% in 2015 as per WUENIC data). This is mainly due to the hot line supply for district all vaccines has improved (after supply shortages in 2013/14) and Gavi support helped to increase service delivery. There is a wide variation between the administrative data and WUENIC estimates. Gavi Country focus disease outbreaks every year (in particular with respect to measles, meningitis C & W-in-2017), polio resuscitated in 2016. A formal measles IAH in 2017 has been planned.				
Equity	↔	Equity is one of the greatest challenges in the country, notably in terms of wealth and mother education (72.6 and 67.9 percentage point difference in DTP3 coverage in 2012, respectively). A 2017 survey will allow to assess trends over the past few years, but is expected to show that the situation has remained stagnant. The government, relying on its admin data, is only gradually acknowledging that there is an issue (vaccine hesitancy and inequity (particularly in NE states) in certain parts of the country hinders service delivery).				
Demand	↔	A key barrier to demand is poverty, literacy and poor reach of immunisation programmes, particularly in the northern states and areas affected by conflict. Demand creation will be part of the next HSS proposal. However, before a strategy for demand creation can be developed, the country needs to improve access to vaccines (including through improving to health system).				
Supply Chain	↔	Latest EVM assessment in 2014 showed an aggregate score of 66%. Supply chain has improved at national level with a new vaccine management system (VMS) put in place to have increased visibility on stocks. However, supply chain is still very weak at the subnational level.				
Data Quality	↔	Data quality is a major issue in the country, as evidenced by the large discrepancy between admin and survey (44 percentage point difference relative admin and survey data in 2014). The upcoming 2017 coverage survey will assist future planning and investments at national level, including in the area of data improvement.				
Financing & Sustainability	↔	Political will: A new Executive Director has joined NPHQDA in January 2017. The new ED visited the Gavi secretariat in March to share his vision and ambition for the next 5 years. In addition NPHQDA is in a key delivery on its mandate. The sustainability of routine immunisation is not assured, for example, the country pays only 25% of the cost of vaccines itself however, the federal government has reduced the 2017 health budget.				
Financial Management & Fiduciary Risk	↔	The 2016 audit revealed misuse of funds on a large scale as well as weaknesses in the country's financial management systems. As a result of the audit, HSS funding was effectively suspended, and category funds are channelled only through partners. 30 recommendations have been developed to decrease fiscal risk, including e.g. embedding a fiscal agent and a coordination unit in the NPHQDA.				
Programmatic & Institutional Capacity (LMIC)	↔	The EPI team has strong technical capacity but lacks managerial capabilities; yet these tend to be underutilised in a system that has been reformed with completion. In addition, the capacity tends to be concentrated at the central level. IC-C is not fulfilling its role as a strategic oversight body.				
HSS grant	↔	HSS funds were frozen in 2014 due to the discovery of mis-use of funds. Since then the remaining in-country funds are being used for some priority activities managed by UNICEF. The country is expected to apply for HSS2 under the CIU in 2017 - it is expected that data and demand will come through as strong areas of focus for HSS2.				
Health Workforce	↔	There is inadequate human resources for RI. As states are not always able to pay the salaries of health workers strikes are frequent. Polio campaigns over the years have diverted attention from other routine activities and many health workers prefer to work during campaigns, when salaries are guaranteed. Supervision and mentoring of workers remain very weak. Front-line workers often do not have the right capabilities and the health workforce is not spatially evenly across areas.				

- 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

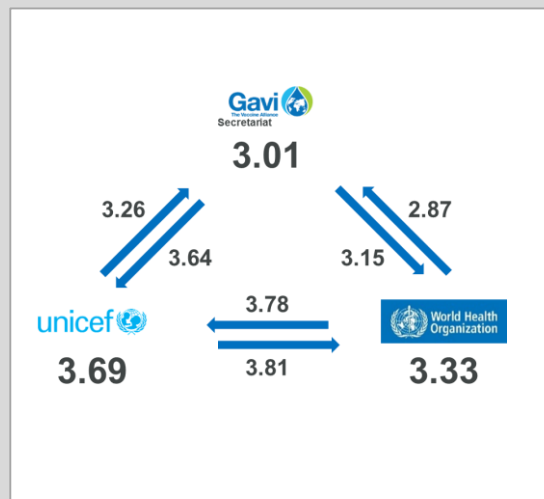


Alliance Health Survey: trust strongest at country level

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

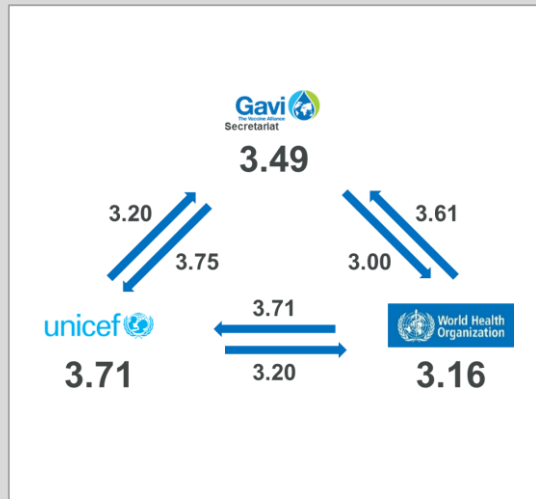
GLOBAL

Level of Partnership



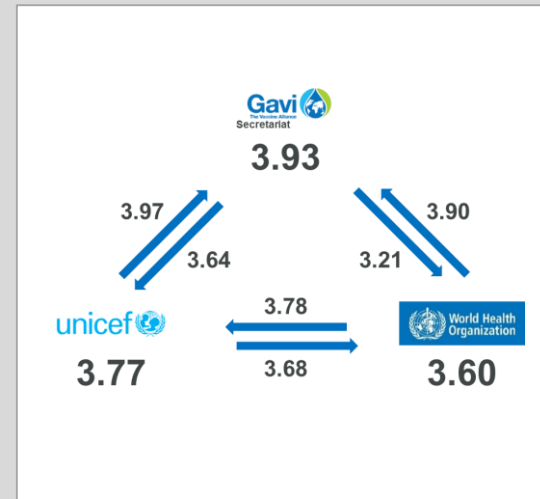
REGIONAL

Level of Partnership



COUNTRY

Level of Partnership



Alliance Health Survey: three workstreams at all three levels

- Communication
- Trust and relationships
- Leadership



Knowledge management: Alliance coming together

GAVI COUNTRY PORTAL [Dashboard](#) [Help Center](#) ARIANE LEROY

[← Eritrea](#)

APPLY FOR NEW SUPPORT [START NEW](#) **GUIDELINES**

Current processes	Period	Round	Status	Title
Eritrea NVS - MR - Follow-up campaign	2018 - 2018	Round 2 (2017)	Withdrawn	Guidelines [FR] OPEN
Eritrea NVS - MR - Routine 1	2018 - 2021	Round 2 (2017)	IRC Review	Guidelines OPEN
Eritrea NVS - MR - Catch-up campaign	2018 - 2018	Round 2 (2017)	FI	
Eritrea NVS - MR - Routine 2	2018 - 2021	Round 2 (2017)	IR	
Eritrea HSS - HSS	2017 - 2021	Round 1 (2016)	CI	

REPORT ON SUPPORT RECEIVED

Current processes	Last modified on
Grant performance framework	02.06.2017

Country portal

Partner portal

Partners' Engagement Framework ARIANE LEROY

PARTNERS' ENGAGEMENT FRAMEWORK (PEF) FUNCTIONS [STRATEGIC FOCUS AREA \(SFA\)](#) [TARGET COUNTRY ASSISTANCE \(TCA\)](#)

My milestones [All partners](#) [All countries](#) [All reporting status](#) [All functions](#) [2017](#)

Report on Partners' Engagement Framework (PEF) functions [DOWNLOAD](#)

Select reporting date
 Mid year End year

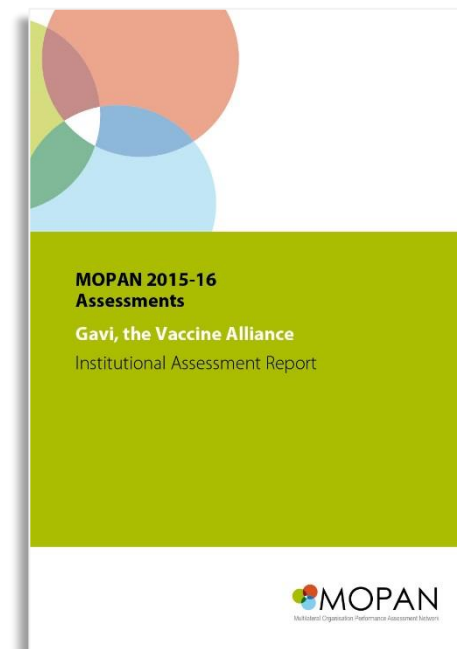
10 1 - 10 of 799 < >

Partner	Function	Country	Milestones	Comments	Reporting status	Documents	Submitted	Regional review	HQ review
<input type="checkbox"/> UNICEF - Afghanistan	Country Planning, Management and Monitoring	Afghanistan	Has your country achieved more than 80% of its Performance Framework targets for the past reporting period?	Click to report	0				

First select the milestone(s) you intend to submit [SUBMIT](#)

MOPAN assessment: top marks for the Alliance

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



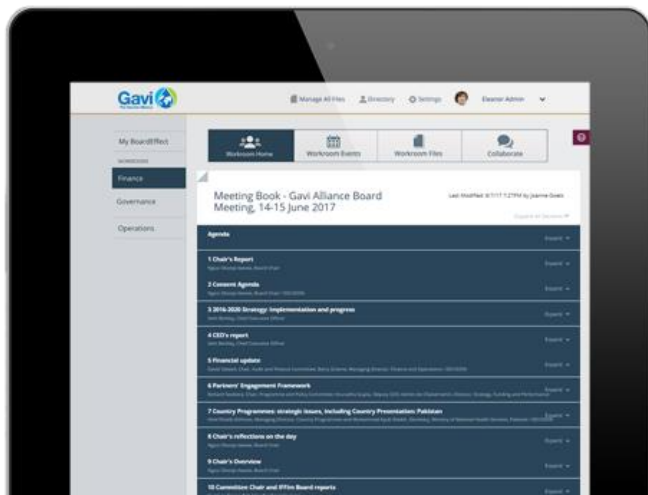
Note: descriptions of areas evaluated have been shortened for brevity.
Areas for which scores were not available have been removed.

Board meeting
14-15 June 2017

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



Happy Birthday



Thank you



Board meeting
14-15 June 2017

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