

# CEO Board update

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**Seth Berkley, MD**

7th December 2016, Côte d'Ivoire



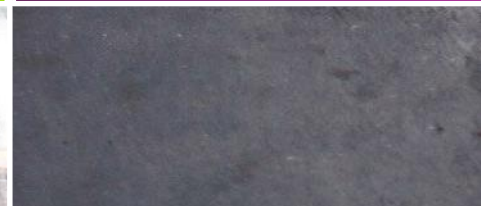


1 Reporting back on Board decisions

2 Global landscape

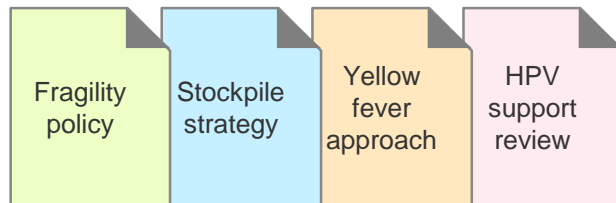
3 Health threats

4 Alliance fit for purpose



# Côte d'Ivoire: road to recovery

- **High coverage** before crisis: 85% in 2010
- **During crisis** coverage dropped: 62% in 2011
- **Rapid system recovery** – waived coverage requirement for pneumococcal and rotavirus vaccines in 2014
- **Focus on routine** – improved coverage: pentavalent 83%, pneumococcal 72% in 2015
- **HPV demonstration project**: 98% coverage, preparation for national introduction
- **No Ebola cases** despite bordering Guinea and Sierra Leone





# Côte d'Ivoire: issues remain

- **Yellow fever:** campaign 2011-2012, no confirmed cases since but routine coverage just 49%
- **Equity:** focus on low-coverage districts and communities
- **Data quality:** country-tailored approach has plan to improve quality and flow of data from service delivery to national level
- **Sustainability:** challenge to shift from preparatory to accelerated transition (expected by 2020)

STRATEGIE AVANCEE JANVIER A OCTOBRE 2016

VACCINS ADMINISTRES	NOMBRE DE PERSONNES VACCINEES	POURCENTAGE COUVERTURE VACCINALE
VPO - 0	000	
VPO - 1	111	101%
VPO - 2	186	169%
VPO - 3	215	195%
DTc HepB-Hib 1	99	90%
DTc HepB-Hib 2	163	148%
DTc HepB-Hib 3	197	179%
VPI	171	155%
PCV13 - 1	107	97%
PCV13 - 2	162	147%
PCV13 - 3	180	163%
ROUGEOLÉ	359	326%
Fièvre Jaune	334	304%
VAT 1	22	17%
VAT 2	16	12%
VAT 3	14	11%
VAT 4	9	7%
VAT 5	3	2%

# 1

A photograph of two people riding a motorcycle on a dirt road. The rider is wearing a red jacket and a red helmet. The passenger is wearing a blue jacket. They are riding away from the camera on a dirt road that curves to the left. The road is surrounded by lush green vegetation and trees. In the background, there are some trees and a cloudy sky. A blue banner with white text is overlaid on the right side of the image.

Reporting back on  
Board decisions

**June 2016:**

Board approved funding for pilots

# Malaria vaccine pilots

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- June Board approved up to US\$ 27.5m for pilots, to be matched by other donors
- Full funding now secured for first phase:
  - Global Fund: US\$ 15m
  - UNITAID: US\$ 9.6m
- WHO responded to Gavi's review committee request to reduce budget: 8% reduction means pilots should go ahead
- Historic partnership to tackle one of the biggest child killers



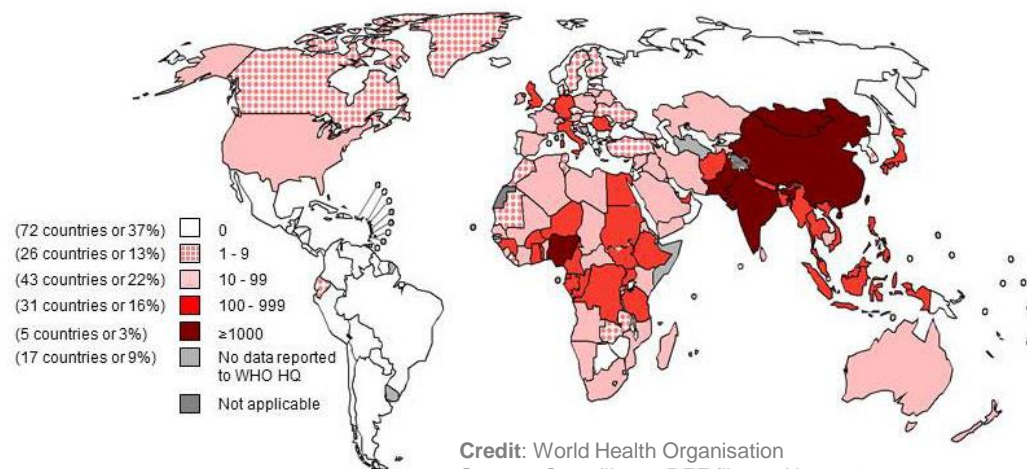


# Measles-rubella strategy

**Dec 2015:** Board approved new strategy

- **Implementation:** 10 applications so far, implementation from 2017
- **Joint appraisals:** incidence, coverage, surveillance
- **Ownership:** countries self-financing 1st dose from 2018
- **Sustainability:** long-term planning, focus on routine
- **Enhanced analysis:** changed Ethiopia targets, high potential for modelling to improve results

Number of Reported Measles Cases with onset date from Apr 2016 to Sep 2016 (6M period)

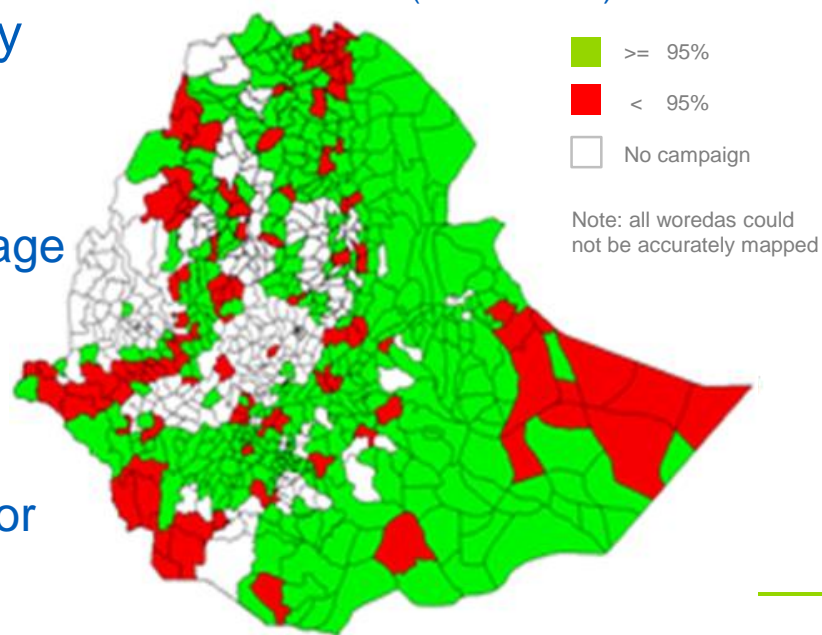


# Ethiopia: targeted measles campaign

- **2013 nationwide campaign:** 98% administrative coverage, 90.6% survey
- **Continued outbreaks 2013-15**
- **Oct/Nov 2015, Apr 2016 campaigns**
  - April 2016: 94% average survey coverage in targeted woredas (districts)
- **Jan 2017 targeted campaign**
  - Adjusted after epidemiological analysis
  - Targeting woredas not covered before or below 90% coverage
  - Post-campaign coverage survey

## Measles SIA in Ethiopia (non-Gavi supported)

October 2015 (467 woredas)





# India partnership strategy

**Dec 2015:**  
Board approved India strategy

## Acceleration in new vaccine introductions

	2011-2015	2016				2017				2018
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Pentavalent</b>	✓			Transition to domestic funding						
<b>Measles &amp; rubella</b>						✓		✓		✓*
<b>Pneumococcal</b>						✓				✓
<b>Rotavirus</b>		✓*				✓* tentative			✓ tentative	
<b>HPV</b>					✓* one state					
<b>IPV</b>	✓ some states	✓ all states			Transition to domestic funding					

✓ Expansion to additional states/union territories

✓\* Funded by the Government of India

Gavi Board meeting  
7 December 2016

**The Indian EXPRESS**


Home > India > India News > Pneumonia vaccines to be introduced in 5 states

### Pneumonia vaccines to be introduced in 5 states

Union Health Minister J P Nadda said with its introduction, a new milestone will be achieved in expanding the coverage of full immunisation in Himachal Pradesh.

23 SHARES

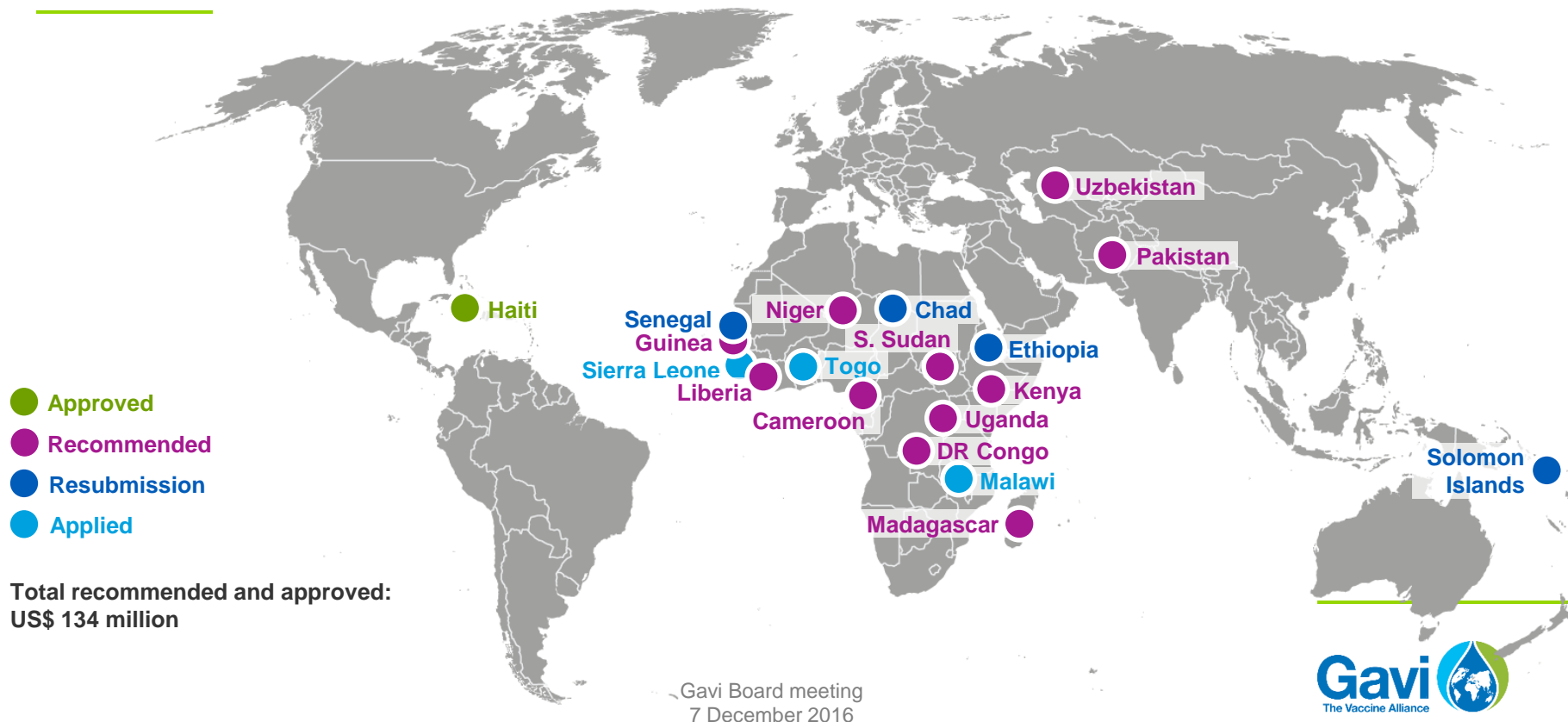
By: PTI | New Delhi | Published: November 8, 2016 5:08 pm



Health Minister JP Nadda. (File)

# Cold chain equipment platform

June 2015: Board approved  
US\$ 50m initial investment



# Cold chain equipment platform

## Changed marketplace in first 11 months :

- 15 new prequalified devices
- 2 manufacturers: 10-year warranty for solar direct drive fridges
- First 5-year warranty for ice-lined fridges

Financial forecast for the strategy period includes price reductions from market shaping activities

**June 2015:** Board approved  
US\$ 50m initial investment



Solar fridge in Mbankana village, DRC



# Risk management

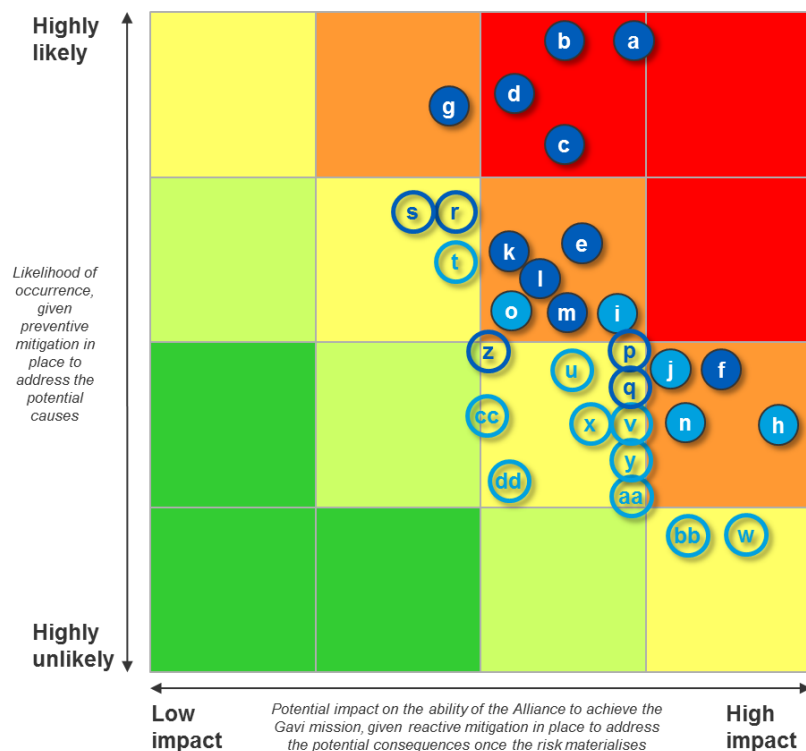
- Plan approved by Board in December 2014 largely implemented
- New teams and processes operational, embedded in business as usual
- Enhanced understanding of risk at Alliance and country level
- Increased Board engagement: risk policy & risk appetite, April 2016 retreat
- This meeting: risk & assurance report

**Dec 2014:** Board approved the risk policy



# Alliance top risks ranked against likelihood and impact

## Current risk exposure, taking into account existing mitigation



### VERY HIGH RISK

- a. Country management capacity
- b. Data quality
- c. Transition readiness
- d. Country performance post-transition

● Programmatic risk

● Corporate risk

### HIGH RISK

- e. Outbreaks disrupt immunisation
- f. Vaccine confidence
- g. Misuse by countries
- h. Donor support
- i. Partner capacity
- j. Strategic relevance
- k. Supply shortages
- l. Frequent or unplanned campaigns
- m. HSIS value for money
- n. Secretariat disruption
- o. Forecasting variability

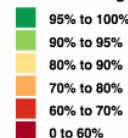
# Nigeria risk: critical need to get back on track

- 7th lowest coverage among Gavi-supported countries - below eg Afghanistan, Mali, DRC
- Acute fragility, especially in northern states
- Entering transition in 2017
- Misuse of funds
- No longer polio free

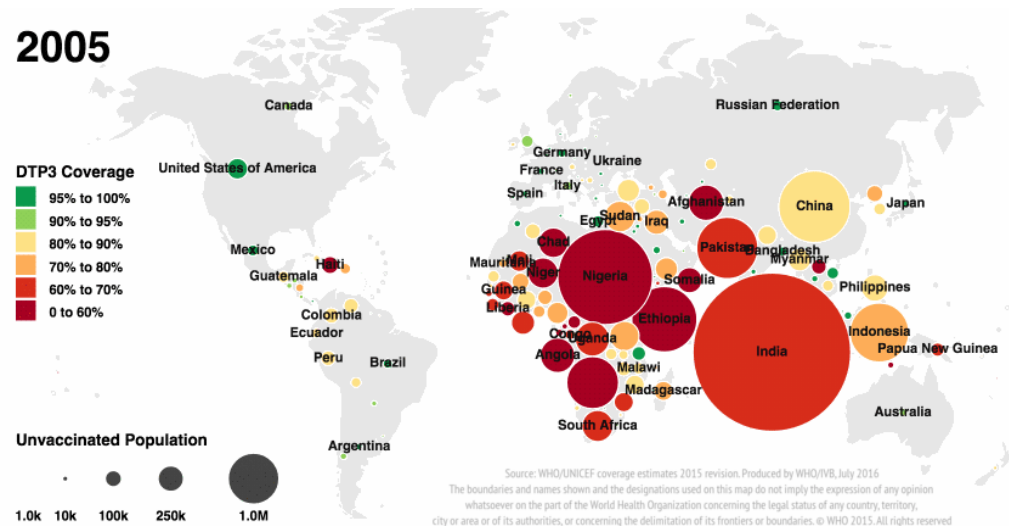
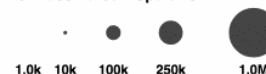
## DTP3 immunisation coverage, 2005-2015

2005

### DTP3 Coverage



### Unvaccinated Population



Source: WHO/UNICEF coverage estimates 2015 revision. Produced by WHO/IVB, July 2016

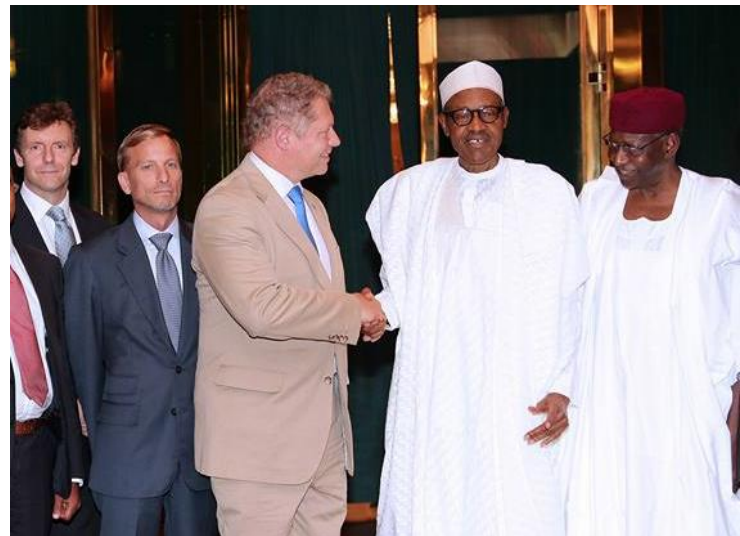
The boundaries and names shown and the designations used on this map do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. © WHO 2015. All rights reserved



# Nigeria: moving in the right direction

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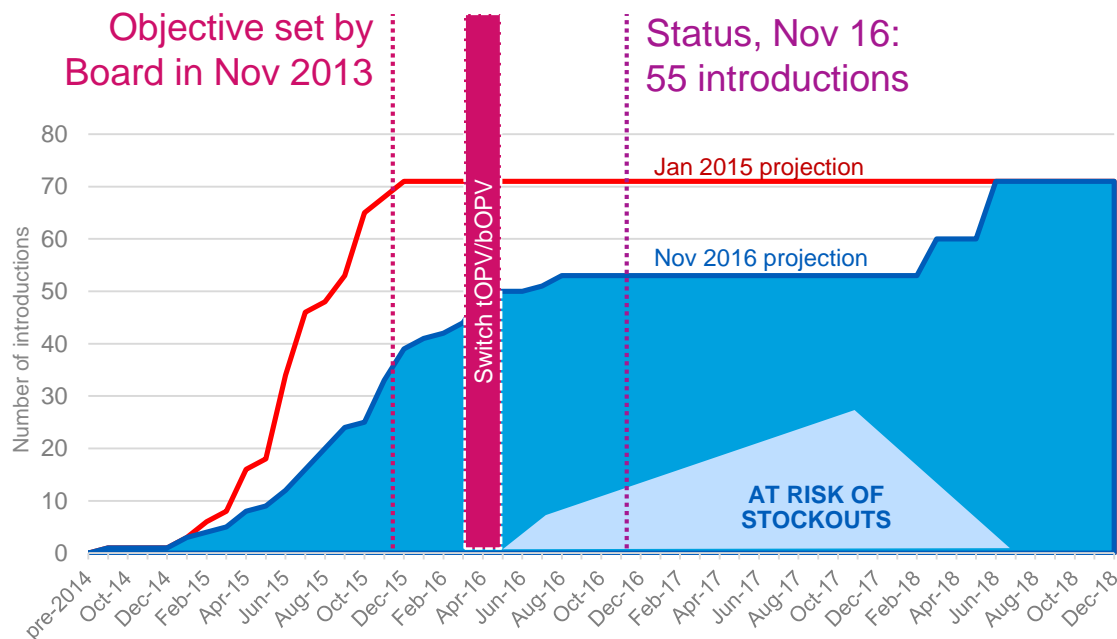
- Visit with Mark Dybul and President Buhari in July
- Replaced leadership of National Primary Healthcare Development Agency
- Commitment to repay misused funds
- Plan to improve country systems
- Plan for Alliance-wide visit Q2 2017



# Inactivated polio vaccine (IPV)

Dec 2013: Board approved support for IPV

- 55 countries introduced
- Continued delays due to supply shortages
  - Further delays scaling up production: <40% of awarded supply available 2014-17
  - 15% of doses procured by UNICEF used in SIAs 2014-16
- Use of fractional doses, evaluating other options



# IPV launches since the June Board meeting

## Indonesia



## Armenia



## Guinea-Bissau





# 2



Global landscape

# Changing leaders among key donors and partners

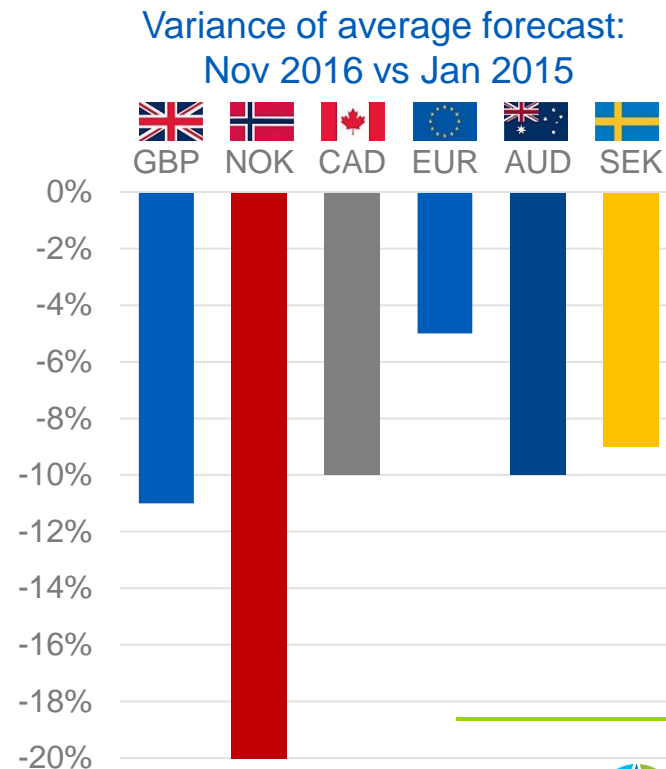


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7 December 2016

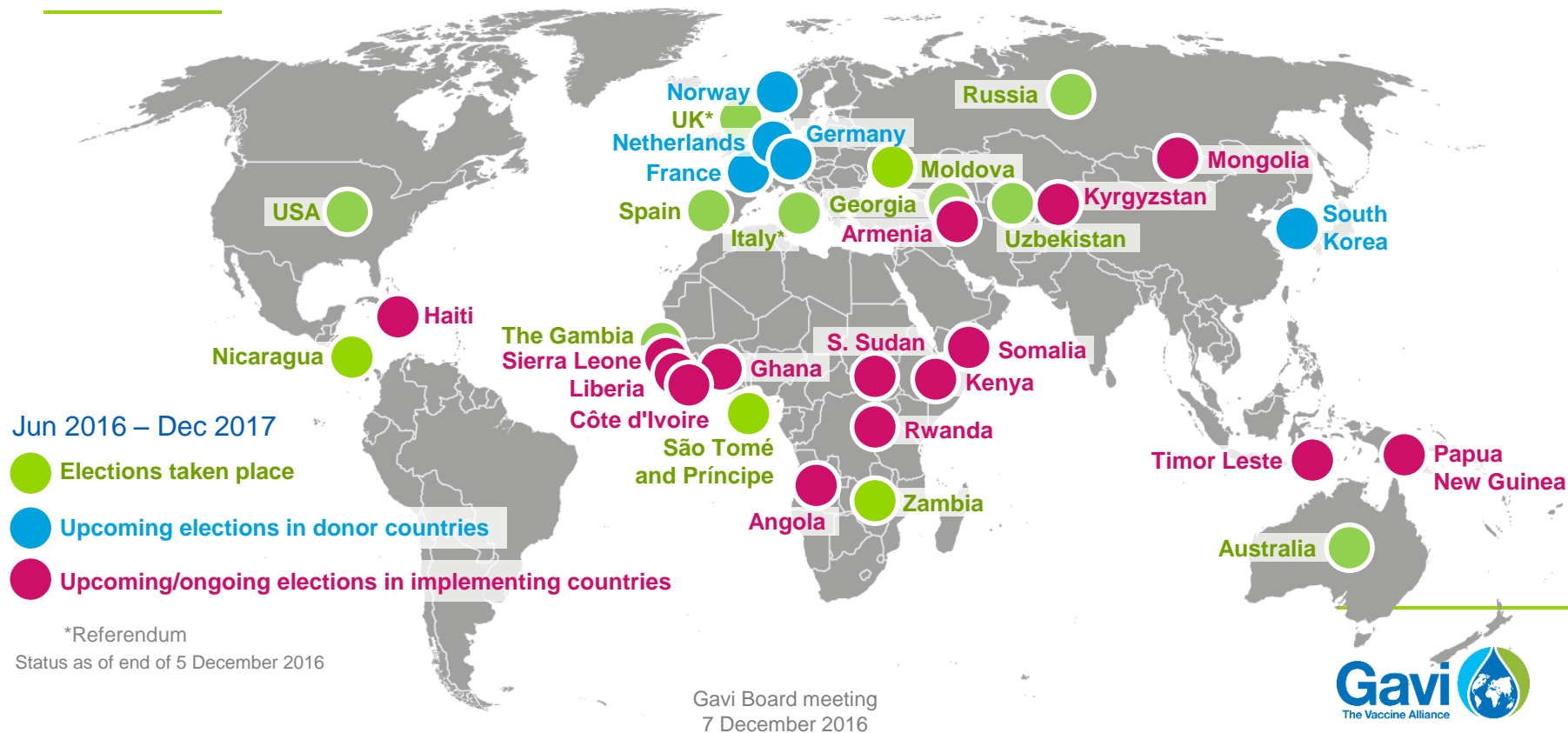
# Brexit and exchange rate risk

- Worked with donors to sign most grant agreements before UK referendum
- Hedging policy protects against currency exposure for two years
  - 75% of UK core contribution for 2016 hedged prior to Brexit
  - ~50% of 2017 non-US\$ income hedged
- Exposure of \$146m through 2020 vs. forecast if rates stay at current level
- Remaining contributions through 2020 will be progressively hedged

Gavi Board meeting  
7 December 2016



# Elections in donor and implementing countries





# Global Fund replenishment



MONTRÉAL 2016

AIDS TB MALARIA

#EndItForGood

AIDS TB MALARIA

#EndItForGood

AIDS TB MALARIA

#EndItForGood

#EndItForGood

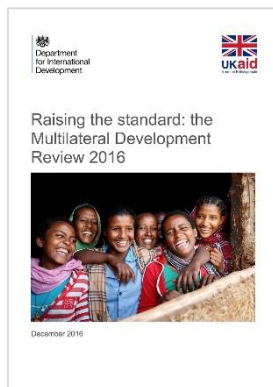
AIDS TB MALARIA

#EndItForGood

AIDS TB MALARIA

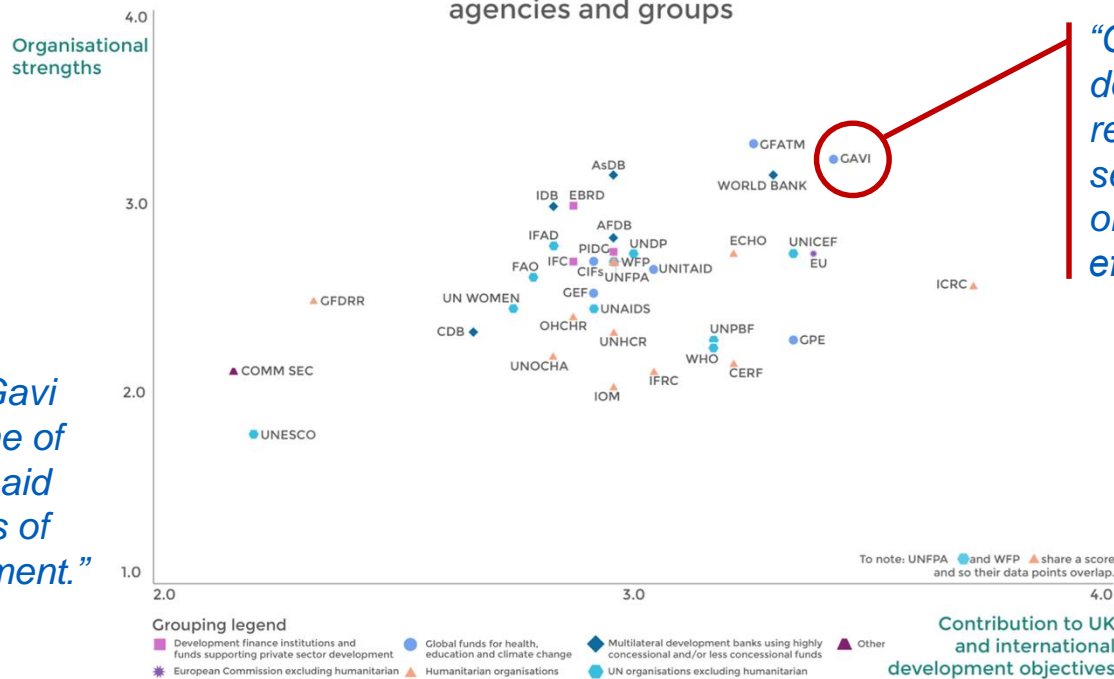
#EndItForGood

# DFID: Multilateral Development Review 2016



*“Organisations like Gavi are in many ways one of the best parts of our aid effort, saving millions of lives with our investment.”*

Figure 4: Performance of Multilateral Development Review agencies and groups



*“Critical role in delivering concrete results in challenging settings and all-round organisational effectiveness.”*

# Donor support: intensifying engagement

- New donors: Monaco (Nov), Switzerland by end 2016 (tbc)
- Italy, Saudi Arabia signed agreements
- Increasing engagement in emerging markets, including private sector
- 83% of Berlin pledges signed by the end of the year
- Most unsigned pledges from countries that can only sign annual agreements



# Sustainable development goal (SDG) indicator

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## Vaccines included in two health targets:

- **Target 3.8:** achieve UHC and access to affordable medicines and vaccines for all
- **Target 3b:** support the research and development of vaccines... provide access to affordable essential medicines and vaccines

## Two indicators accepted:

- **3.8:** investigating indicators to measure fully immunised child – moving beyond DTP3
- **3b:** indicator based on GVAP 90/80 target

UN Stats Commission to give final endorsement in March 2017



# Global Vaccine Action Plan: 5/6 mid-point targets missed

**NOT ACHIEVED**

**DTP3:** All countries >90% national coverage  
>80% in every district by **end 2015**

**NOT ACHIEVED**

**Polio:** transmission stopped by **end 2014**

**NOT ACHIEVED**

**Maternal & neonatal tetanus:** eliminated by **2015**

**NOT ACHIEVED**

**Measles:** eliminated in 4 regions by **end 2015**

**NOT ACHIEVED**

**Rubella:** eliminated in 2 regions by **end 2015**

**ACHIEVED**

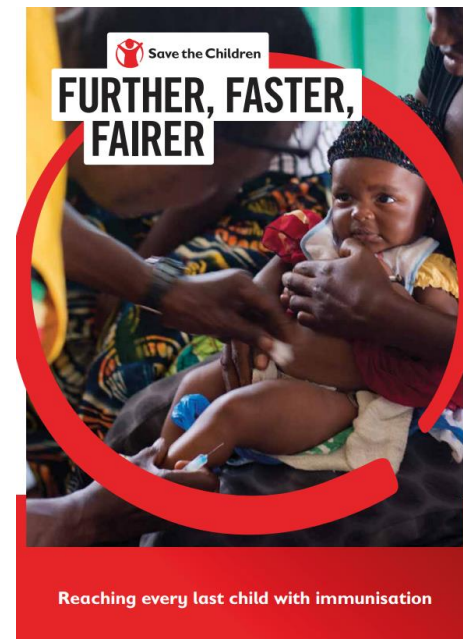
**Introduction of under-utilised vaccines:**

At least 90 low- or middle-income countries to have  
introduced one or more such vaccines by **2015**

# Further, faster, fairer: **Save the Children** report

“We must ensure that **every last child** – regardless of where they are born, and their level of poverty or social exclusion – has **access to immunisation** as an early priority in **building UHC...**

“It is possible – it just requires renewed political leadership, commitment and investment.  
**We must act now.**”



# Declarations on migration and refugees

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**UNGA** declaration to protect rights of refugees and migrants, including to “**improve the delivery of humanitarian and development assistance to those countries most affected**”



**Addis declaration** by African Ministers of Health in February called on **Gavi** to “**consider refugees and internally displaced populations as eligible recipients of Gavi support for vaccines and operational costs**”



# Reduced pneumococcal vaccine prices for refugees



**US\$ 3.05/dose**  
(multi-dose vial)

*Working with partners such as Gavi, GSK is proposing to provide Synflorix at the deeply discounted price of **\$3.05 per dose** to charities who fund and deliver immunisation programmes to refugees and displaced people.*

19 September 2016



**US\$ 3.10/dose**  
(multi-dose vial)

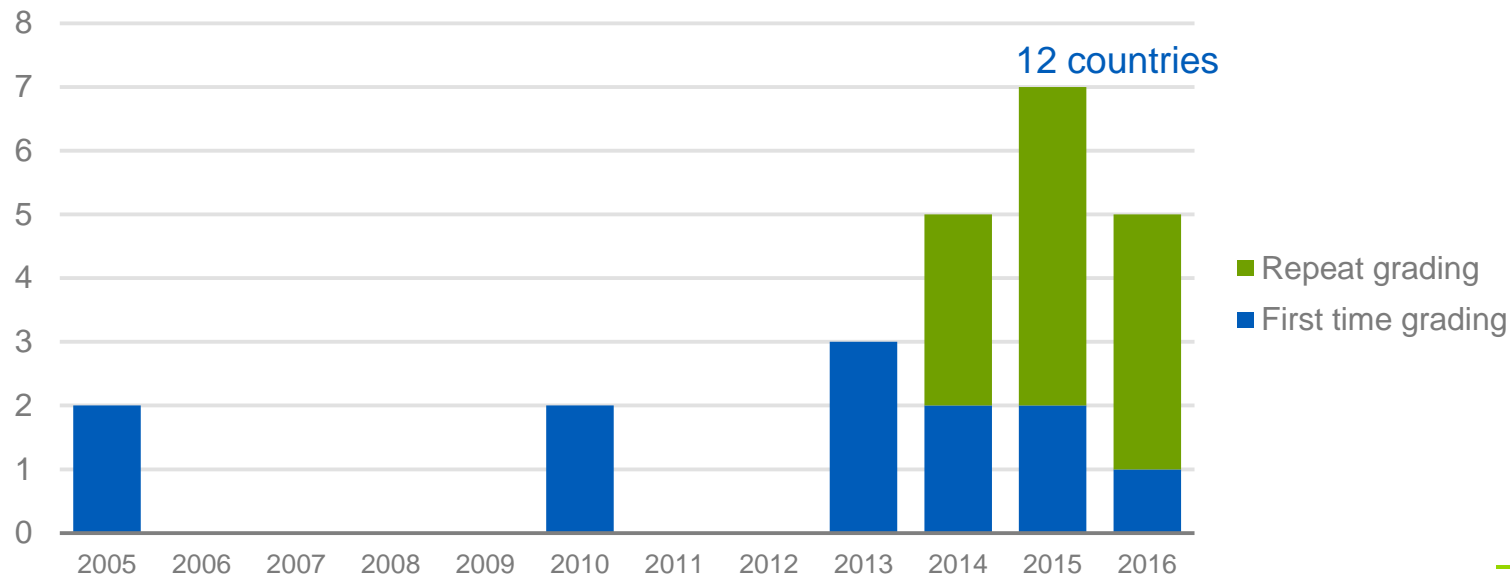
*Today's announcement of a new and specific pricing tier [...] builds on Pfizer's longstanding support for humanitarian emergency relief around the world.*

11 November 2016

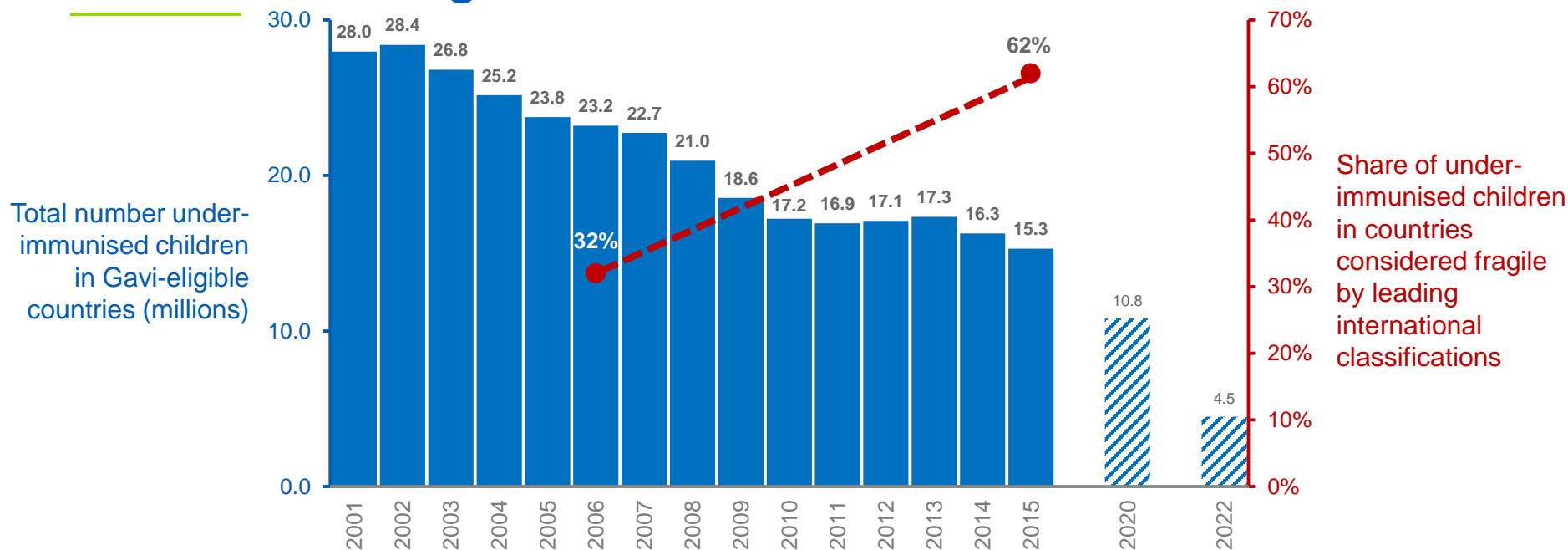


# Record number of emergencies

## Number of Grade 3 emergencies 2005-2016



# Increasing share of under-immunised children in fragile countries



Total number of under-immunised based on number of eligible countries 2001-2015 (excluding China) and forecasted numbers of Gavi-supported countries in 2020 and 2022.

Note: In 2015, 14.9 million under-immunised children lived in the 68 countries eligible for Gavi support in the 2016-2020 strategy period.

Country fragility classification sources: World Bank lists of Low-Income Countries Under Stress in 2006, 2015 countries are identified based on a broad definition of fragility using the WB harmonised list, Fund for Peace Fragile states top 3 categories and OECD countries fragile in all dimensions.

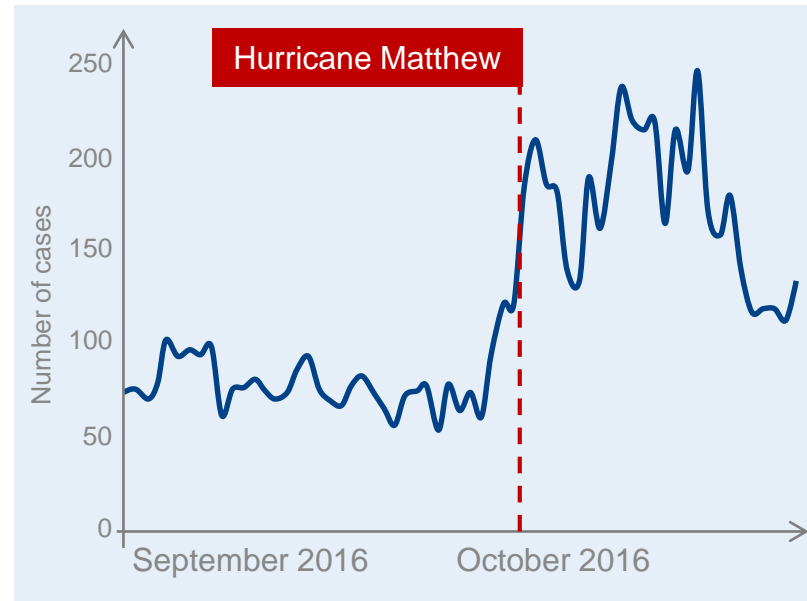
Under-immunised burden sources: WUENIC 2016, United Nations Population Division; World Population Prospects

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# Fragility: Hurricane Matthew devastates Haiti

- **Poorest** country in Western Hemisphere
- **Cholera:** >5,800 suspected cases
- Nov: Gavi funded **1m doses** through global stockpile
- Post-hurricane phase could aggravate **Zika** + other mosquito-borne diseases
- First country to be approved for Gavi's **cold chain equipment platform** support

Distribution of daily suspect cholera cases in Haiti



Source: Ministère de la Santé  
Publique et de la Population d'Haïti

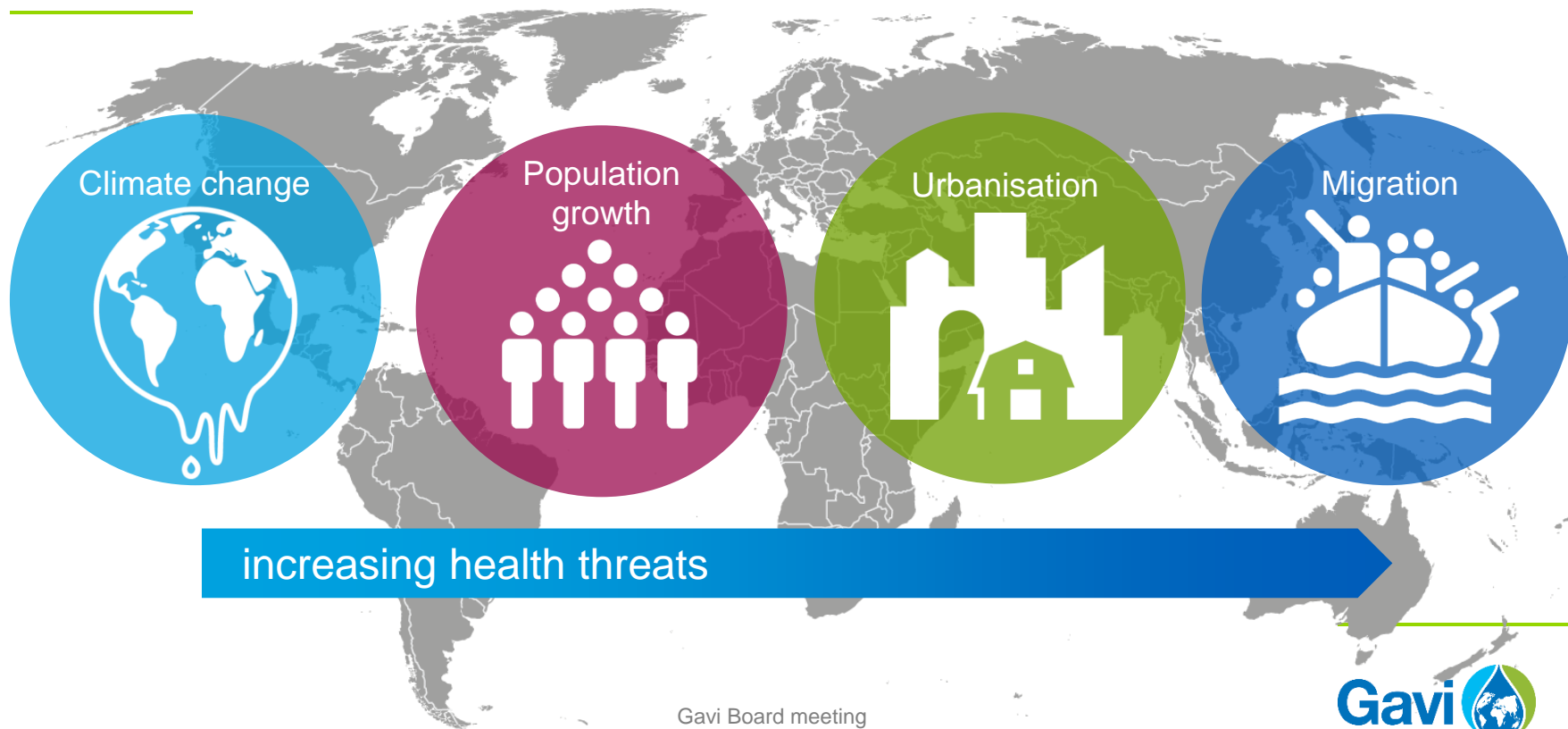
3

Health  
threats

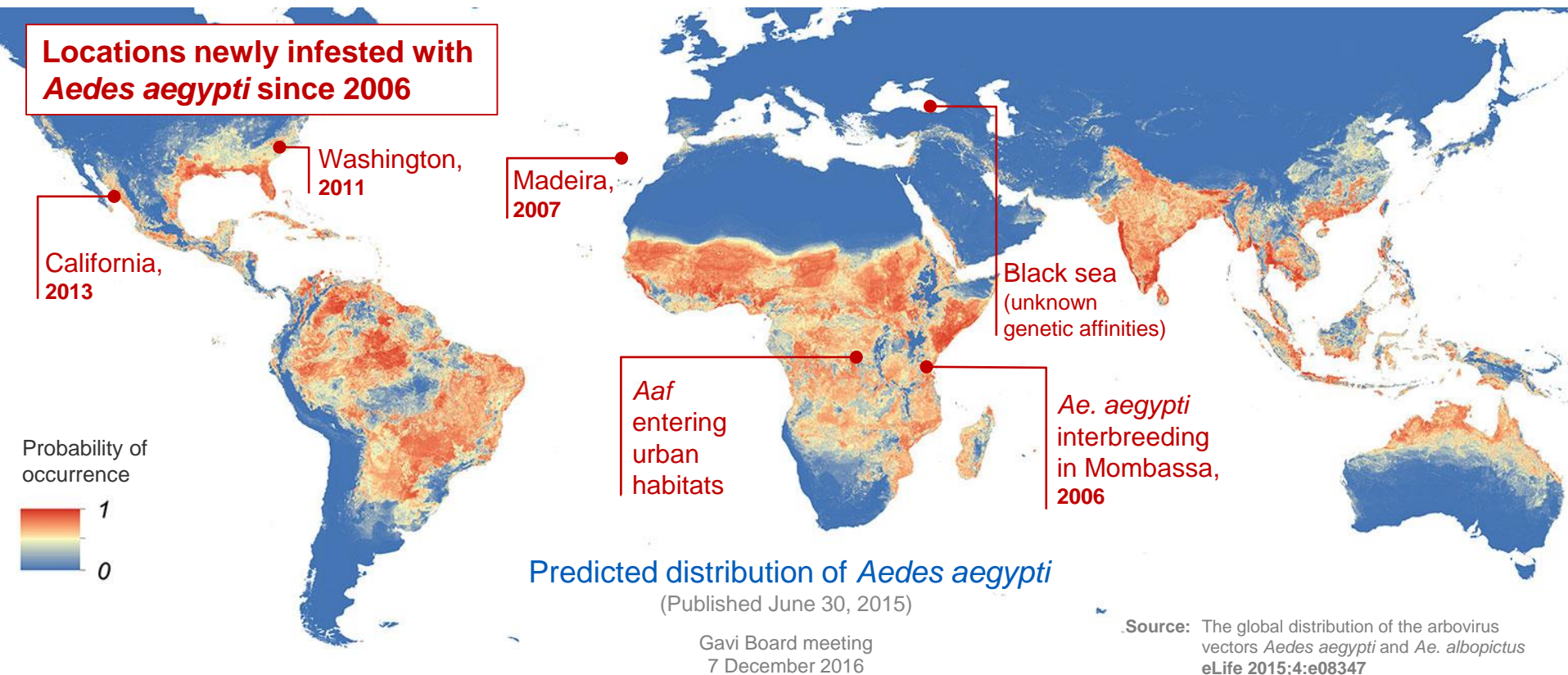




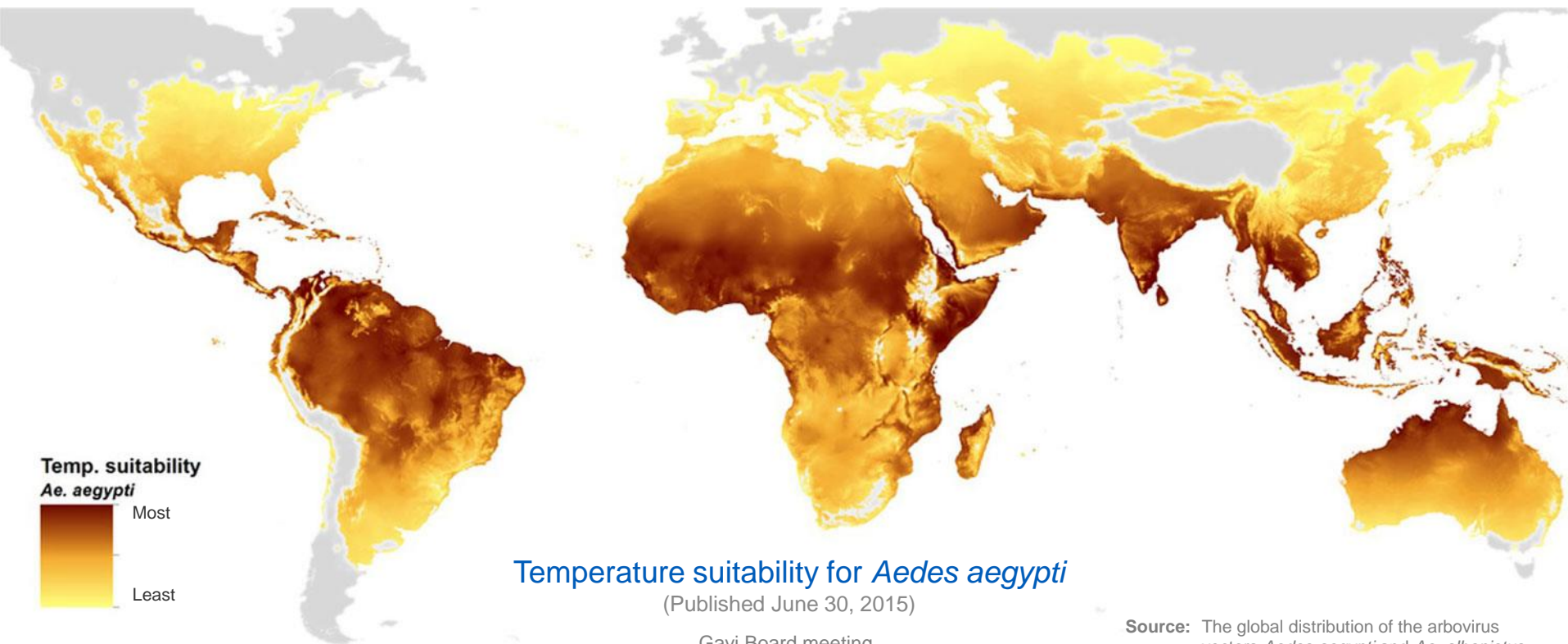
# Growing risk factors



# Growing risk factors: *Aedes aegypti* distribution



# Growing risk factors: *Aedes aegypti* suitability



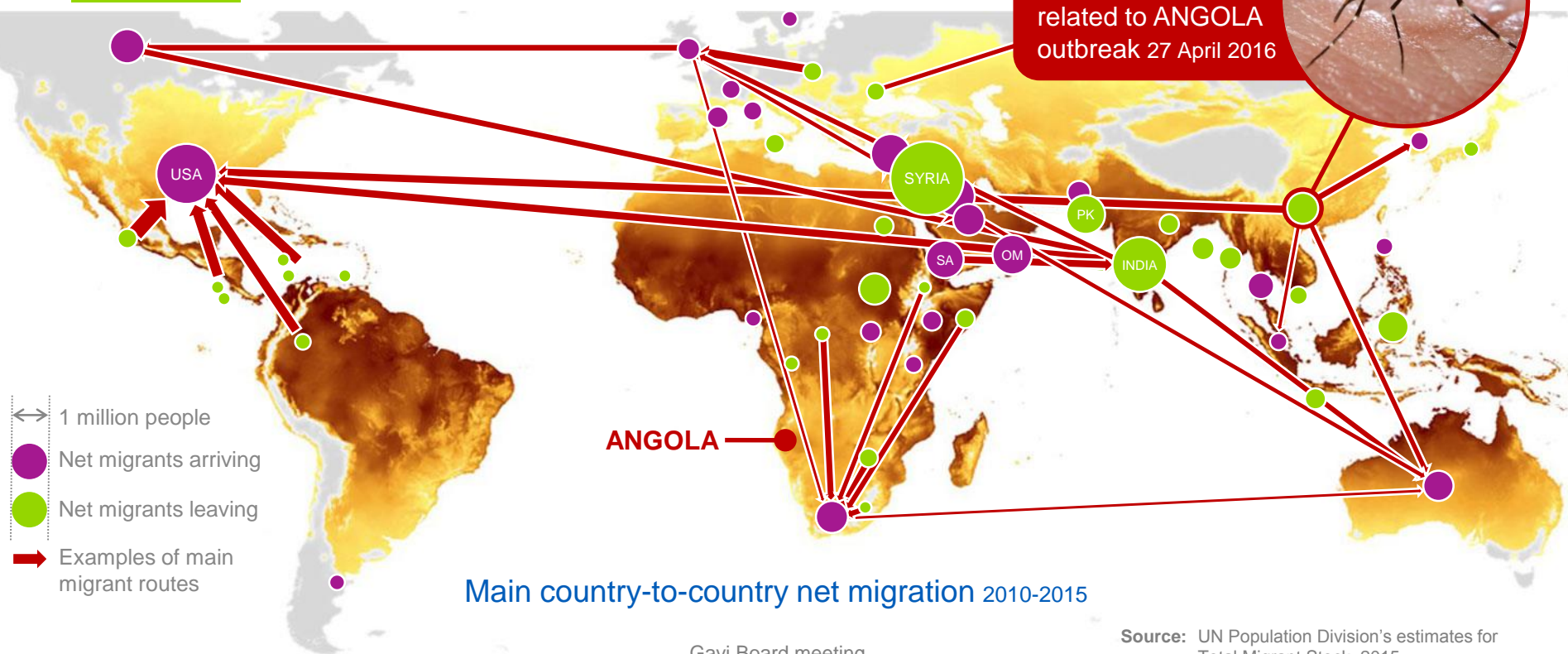
## Temperature suitability for *Aedes aegypti*

(Published June 30, 2015)

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**Source:** The global distribution of the arbovirus vectors *Aedes aegypti* and *Ae. albopictus*  
*eLife* 2015;4:e08347

# Growing risk factors: migration



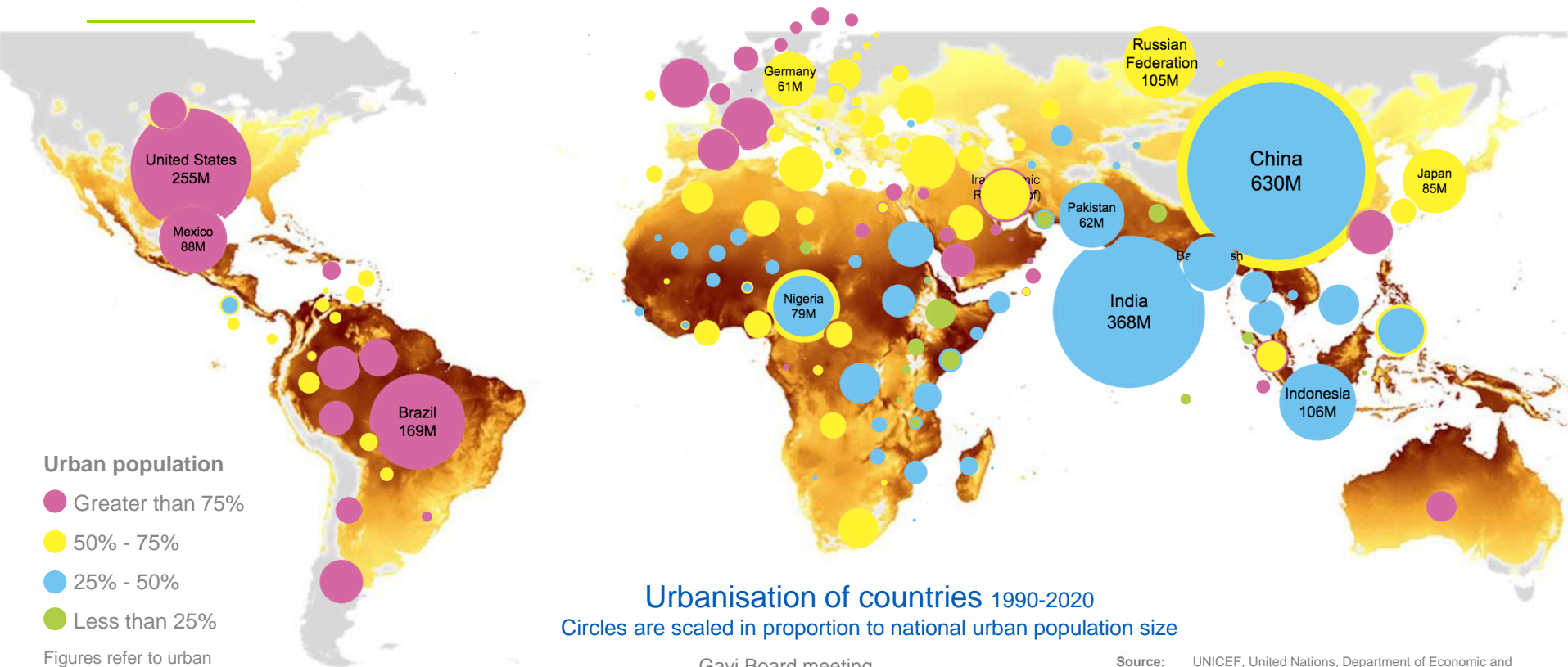
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**Source:** UN Population Division's estimates for  
Total Migrant Stock, 2015



# Growing risk factors: urbanisation

## 2020



Figures refer to urban population

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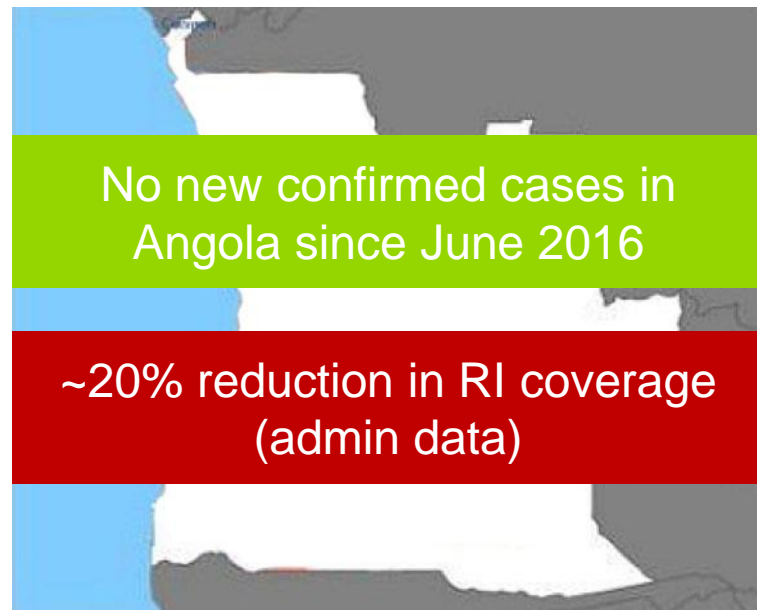
Source: UNICEF, United Nations, Department of Economic and Social Affairs (UNDESA), Population Division special updated estimates of urban population as of October 2011



# Yellow fever outbreak: unprecedented need

- Stockpile **6m** doses, exceptional Gavi support: **16.8m** doses in 2016
- Yellow fever campaign in August: 15.5m people immunised in Angola & DRC
  - Angola funded operational costs, 50% of vaccine costs
  - Fractional doses in Kinshasa
- Worked with WHO on new strategy

## Yellow fever infected districts in Angola

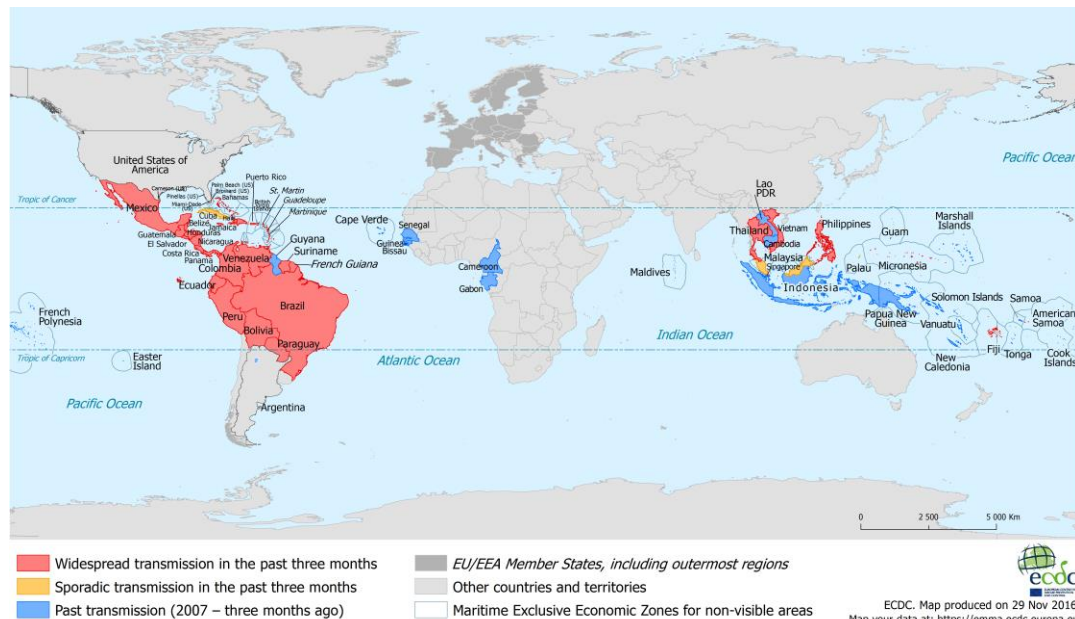


# Zika: 67 countries affected since 2015

Currently no vaccine or treatment, but:

- 30+ vaccines in development
- 2 vaccines in phase 1 trials
- Another starting trials in 2018

Once developed could be part of package for adolescent girls, with HPV vaccine



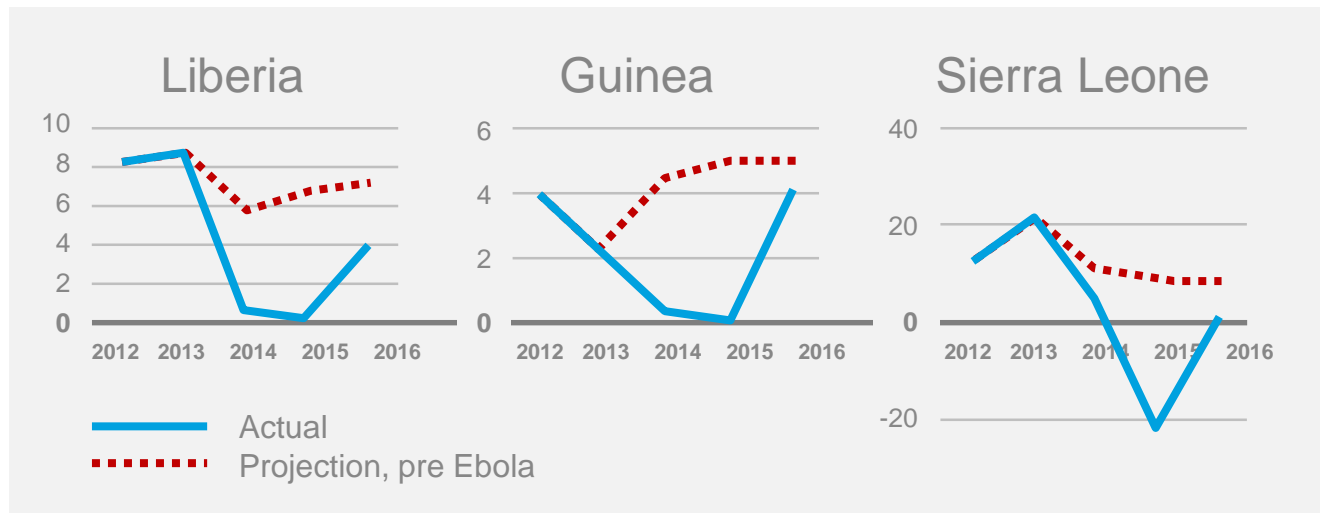
Source: ECDC, 29 November 2016

# The economic impact of outbreaks

Total cost of **Ebola**  
in the 3 countries:  
**US\$ 2.8 billion**

Cost of Zika in  
Latin America and  
the Caribbean:  
**US\$ 3.5 billion**  
(2016)

## Impact of Ebola on GDP (%)



Sources: World Bank: Ebola: 2015-2015 West Africa Ebola Crisis: Impact Update (May 2016); World Bank: The short-term economic costs of Zika in Latin America and the Caribbean (February 2016)

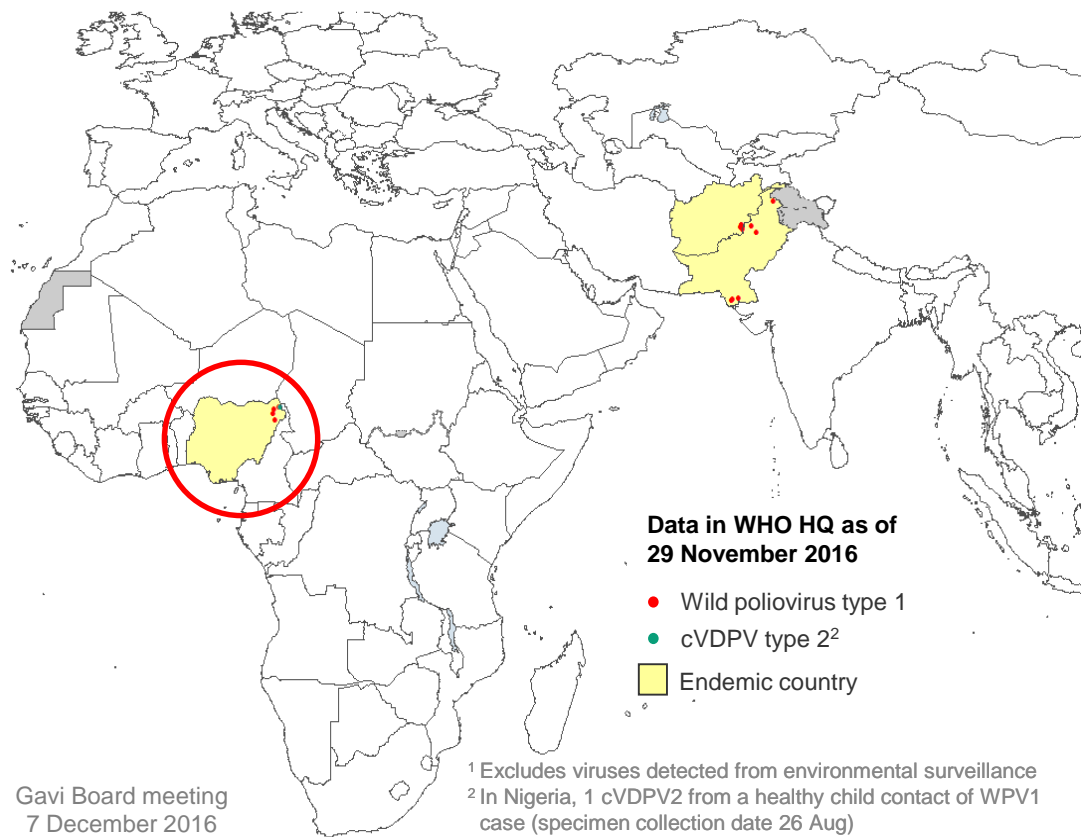
# Setback to polio eradication

## Wild poliovirus & cVDPV cases<sup>1,2</sup> in the last six months<sup>3</sup>

- Nigeria no longer polio free
- Very likely to miss end-2016 target of ending wild poliovirus transmission

Country	Onset of most recent case	Number of WPV1 cases		Number of WPV infected districts	
		Current	Same period last year	Current	Same period last year
Nigeria	21-Aug-16	4	0	3	0
AFR	21-Aug-16	4		3	0
Pakistan	03-Nov-16	7	18	5	8
Afghanistan	12-Oct-16	6	13	1	10
EMR	03-Nov-16	13	31	6	18
Global	03-Nov-16	17	31	9	18

<sup>3</sup> Current rolling 6 months: 30 May 2016 – 29 November 2016  
Same period previous year: 30 May 2015 – 29 November 2015



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# UN General Assembly: antimicrobial resistance



HIGH-LEVEL MEETING ON  
**ANTIMICROBIAL RESISTANCE**

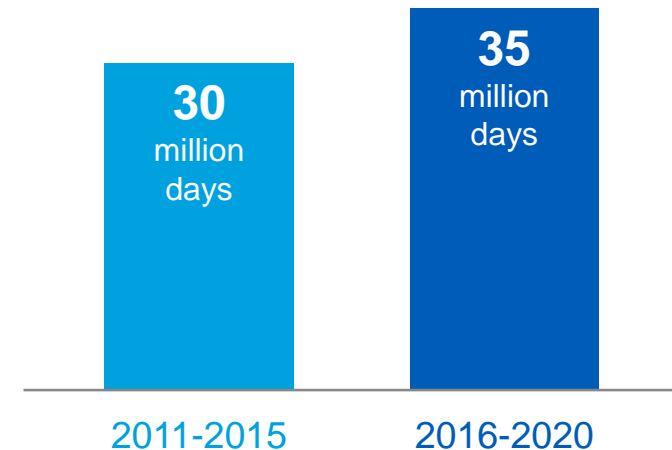


21 SEPTEMBER 2016, UN HEADQUARTERS, NEW YORK

Declaration recognised that:

“the keys to tackling antimicrobial resistance are: the **prevention and control of infections** in humans and animals, including **immunization**, monitoring and surveillance of antimicrobial resistance...”

**Days of antibiotic use prevented**  
by Gavi support for Hib, pneumococcal  
and meningitis A vaccines:





# 4

Alliance fit for purpose

# Alliance working closely together at every level

Examples

Global  
level

PEF Management Team

Oversee implementation of PEF

Alliance Coordination team

Coordinate Alliance operational issues

Alliance Technical teams

Provide technical guidance in key areas



Country  
level



Health Minister, Niger, discussing JA at ICC

## Joint appraisals

- Countries and partners review implementation progress & performance

## Strengthened interagency coordination committees (ICCs)

Regional working groups provide input along the way

# Starting to scale up new tools

- Joint appraisals
- Partners' Engagement Framework
- Health system and immunisation strengthening support
- Cold chain equipment optimisation platform
- Grant performance frameworks
- Country risk matrix
- Programme capacity assessments
- Audits

## Kenya



## Madagascar

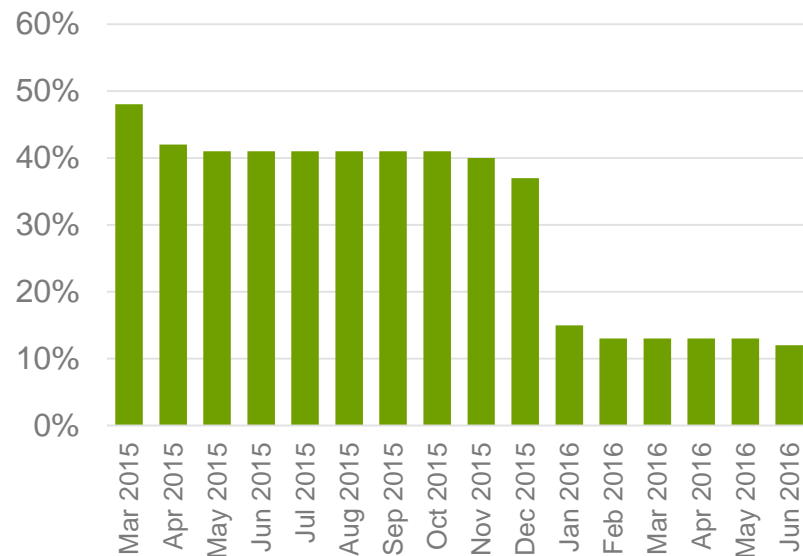


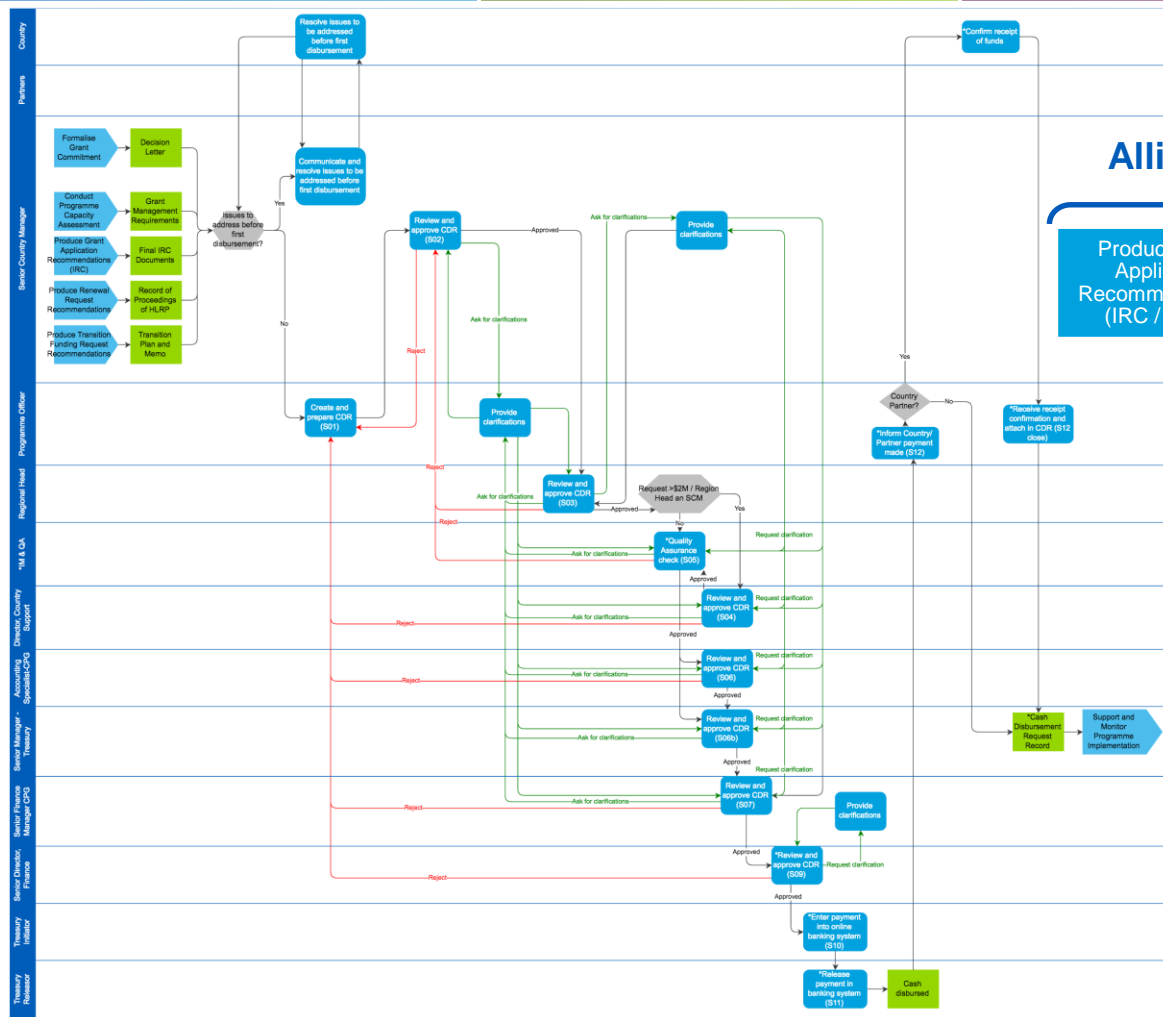
# Bangladesh: Alliance model in action

- Excessive wastage highlighted by full country evaluation
- Triggered dialogue with partners
- Implementation of multi-dose policy incorporated into PEF monitoring matrix
- Integrated into joint appraisals
- Starting to see impact

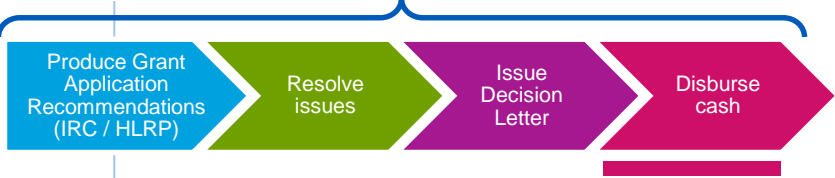
## IPV wastage rates

Source: Bangladesh JA report 2016





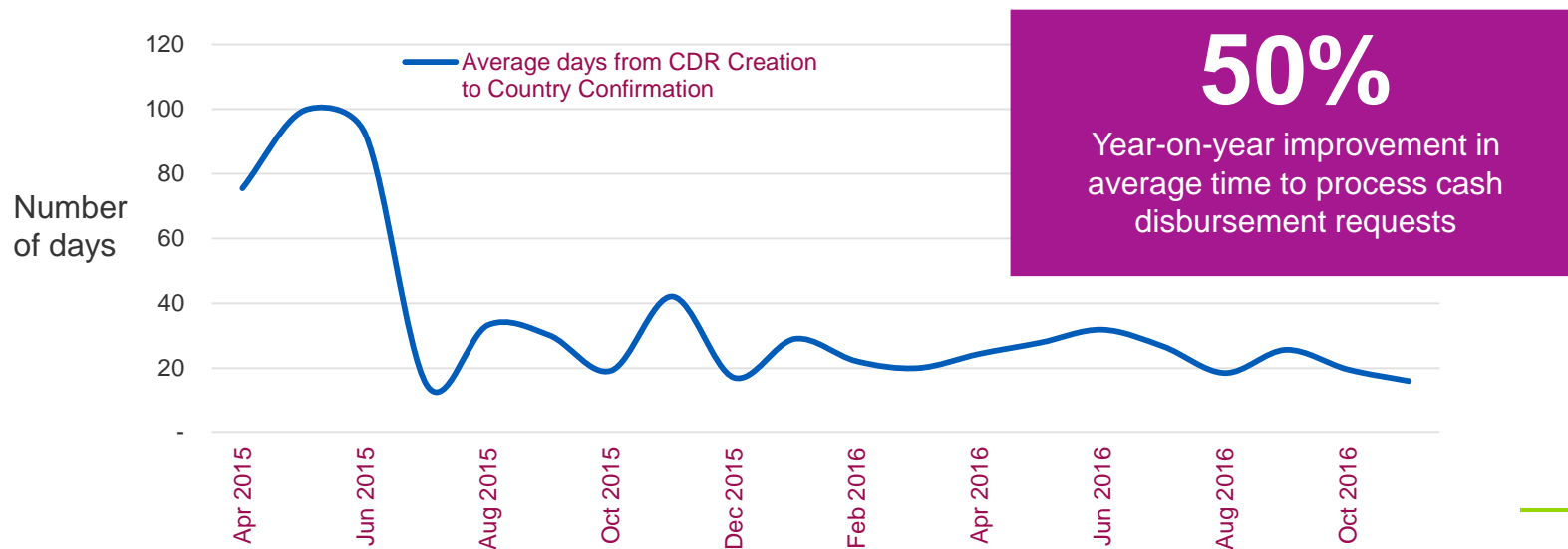
Alliance KPI: time to cash disbursement





# Reduction in time to process cash disbursements

Improved workflow and visibility has led to a 50% year-on-year reduction in the average time to process cash disbursement requests





## Vaccine coverage dashboard

Last update: 17/10/2016 16:03:34

Coverage data source

WUENIC 2015

WHO/UNICEF Estimates of National Immunization Coverage coverage estimate 2015 revision

### Vaccines



### Period, region and type of information

Type of coverage information

Coverage

Period

2000



2015

Country groupings

Gavi73

Description

73 countries supported during 2011-2015 Gavi strategic period

Coverage information for: YFV, 2000 - 2015, Gavi73 (73 countries)

Country Name

(All)

Heat map representing the YFV coverage



© OpenStreetMap contributors

Tips: You can use the rectangular or free-form selection feature to create customised group of countries. You can also use the Ctrl key to select multiple countries.

Contact: If you have questions, click on the blue box to contact the M&E team

Contact

Average coverage



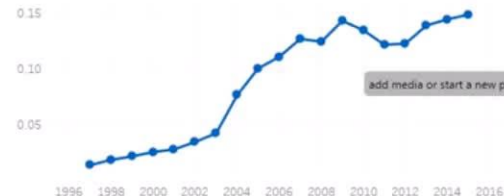
Number of children immunised

125 million

Average DTP3 drop-out



Historical YFV coverage



add media or start a new project to enable

# Health campus



Today

Start 2018

June 2018



 **The Global Fund**  
moves in



**Gavi**  
moves in

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# At this Board meeting

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## For Board decision:

- Fragile settings, emergencies and displaced people
- Risk management
- Review of Gavi support for HPV vaccine
- Gavi's support for emergency vaccine stockpiles
- Gavi's continued role in yellow fever control
- Cold chain equipment optimisation platform

## Consent agenda:

- Country engagement framework

# Addressing fragility, emergencies and displaced people in Gavi countries

- 2015: ~70% of Gavi funds invested in fragile countries
- Of the top-10 countries with highest under-5 mortality, 8 are in emergency states
- Gavi countries among top refugee hosting countries worldwide



**New principles for:**  
Fragility | Emergencies | Displaced people



# Gavi's support for emergency vaccine stockpiles

**Strategic  
design**

**Effective  
implementation**

**Accountability**

# Gavi's continued role in yellow fever control

- Aligned with new WHO EYE strategy
- Increases available supply
- More transparency and accountability
- Aligns routine, campaigns, stockpiles
- Prioritises routine

US\$ 150m additional investment = 95m more vaccine doses, 180,000 additional deaths averted

## Yellow Fever Partners Meeting on the Updated Strategy for the Elimination of Yellow fever Epidemics (EYE)

Co-organized by  
World Health Organization (WHO)  
and  
Gavi, the Vaccine Alliance

12 September 2016, WHO



Global Strategy to  
Eliminate Yellow fever Epidemics (EYE)

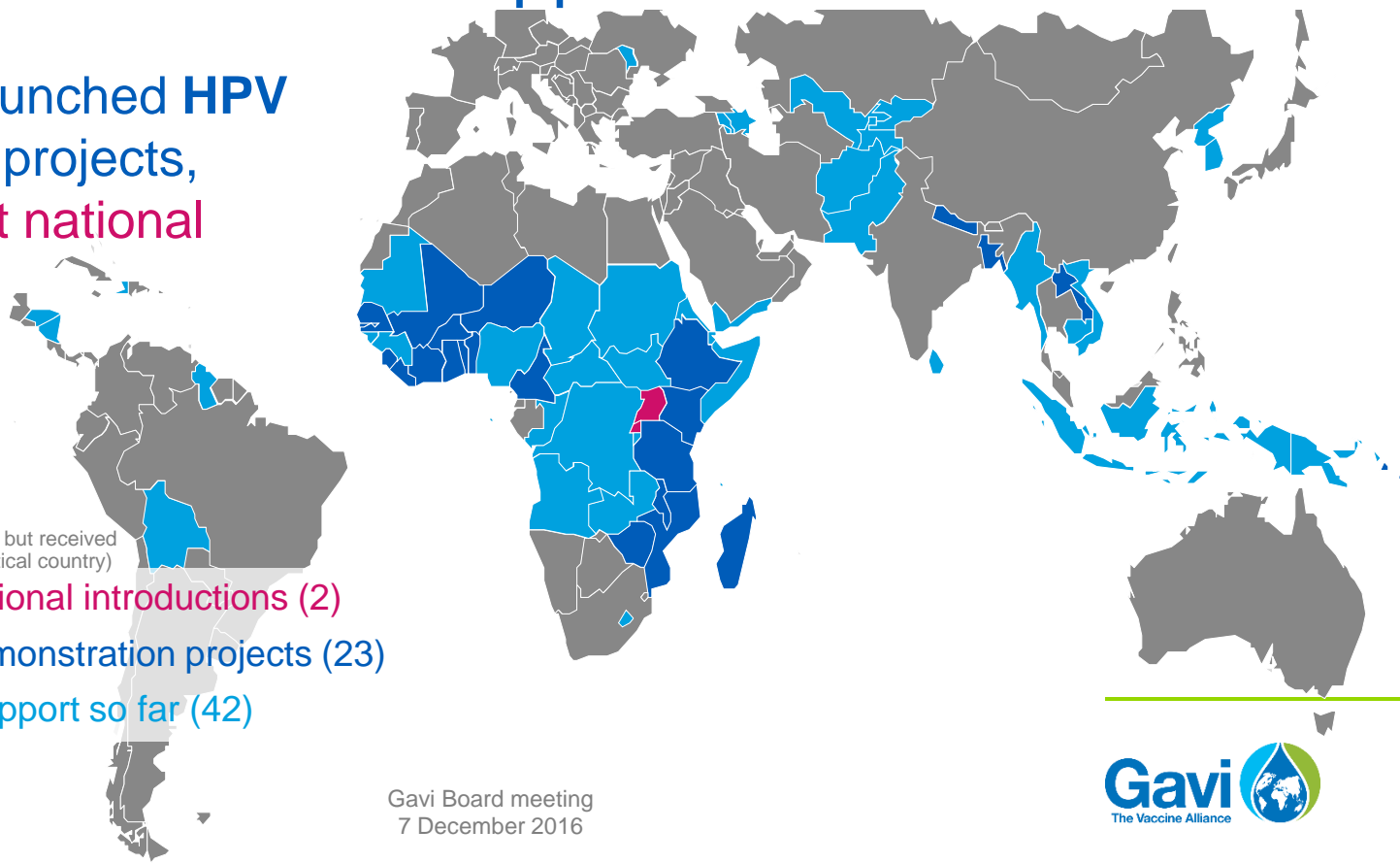
Document for SAGE – 26 September 2016

# Review of HPV vaccine support

**23** countries launched **HPV** demonstration projects, but only **2** went national

Honduras also went national in 2016, but received only 50% support (exceptional catalytical country)

- Gavi-supported national introductions (2)
- Gavi-supported demonstration projects (23)
- Gavi-eligible, no support so far (42)



Gavi Board meeting  
7 December 2016

# Review of HPV vaccine support: proposed shifts

## Move beyond demonstration programmes

allowing countries to introduce nationwide directly

Vaccinate multi-age cohort within age range 9-14 years in the year of introduction

**+ Faster roll-out**

**+ Bigger impact:**

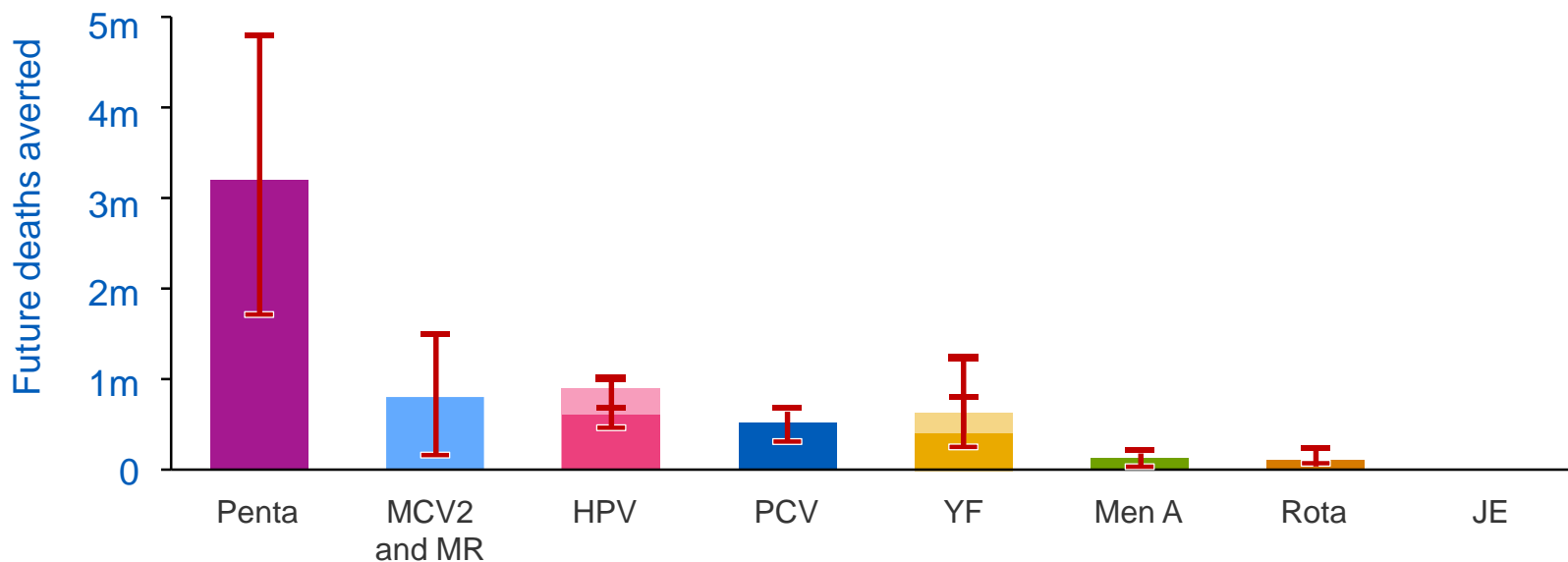
Additional investment of **0.8%** of 2016-2020 expenditure = **5%** increase in total number of deaths averted by Gavi programmes

**+/- Increased herd effects, but smaller number of countries** initially benefiting

**- Sustainability** to be demonstrated

# HPV and yellow fever: two of Gavi's most impactful vaccines

Forecasted impact by antigen, 2016-2020



Sources: OP v14 - Joint impact modelling by Gavi, the Vaccine Alliance and the Bill & Melinda Gates Foundation.

For MCV2 and MR: Strategic Demand Forecast v12. Numbers on click for yellow fever and HPV reflect proposed strategy changes.

Note: future deaths averted for Japanese Encephalitis are below the visible threshold.



# HPV partnerships: integration and demand

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Organisation of  
African First Ladies  
Against HIV/AIDS  
**OAFLA**



# Operational partnerships

## Increasing private sector engagement



Strategic Training Executive Programme (STEP) for supply chain managers, East & West Africa



**zipline**

Drone launch to test vaccine delivery, Rwanda



**PHILIPS**

Data collection and integration workshop, Uganda

# Board papers and myGavi

- Shorter pack, more papers on myGavi:
  - June 2016: pack 1+2: 341 pages, myGavi: 28 pages
  - Dec 2016: pack: 296 pages, myGavi: 203 pages



# Thank you

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Reach every child

[www.gavi.org](http://www.gavi.org)