

COVAX



COVAX Pillar Strategy for 2022 and beyond

Update to the Gavi Board | Annex A

September 2021

Context and objectives for COVAX Pillar Strategy



Context

Since the first articulation of the COVAX strategic vision in mid-2020, the **global context has significantly changed** as new players have emerged, successful vaccine products are deployed around the world, and the epidemiology has continued to evolve.

In light of these changes and building on WHO's COVID-19 **Global Vaccination Strategic Vision** exercise, it is important that the **COVAX Pillar**, consisting of core partners WHO, CEPI, Gavi, and UNICEF, **revisits its Strategy** and updates it for 2022 and beyond, reaffirming its commitment to work together to address the greatest crisis in a generation.



Objectives

A successful 2022 Strategy for COVAX will:

- Clarify the **Pillar's objectives, role, and value proposition**
- Help **delineate the role of each of the partners**
- Provide a **cohesive foundation** upon which each partner organisation can plan and structure

The Strategy will both support **internal Pillar coordination** and effectiveness, but will also define **externally what COVAX stands for** and what COVAX seeks to offer to the world.



Process – four-week sprint

- Weekly session with strategy working group, consisting of COVAX partner representatives
- Two workshops with broader stakeholder group
- Touchpoints with sub-teams on specific value chain elements (R&D, manufacturing, allocation, delivery)
- Syndication through Pillar governance (WSC, RSSE, CCM)

Stakeholders and partners consulted



Deliverables

- Set of materials (e.g. slides, long-form documents) that have been aligned with key COVAX Pillar partners
- Distilled version of the materials suitable for external consultation and circulation with a broader set of stakeholders

Next steps

- Finalisation of deliverables
- **Continued stakeholder consultations** including with:
 - **Participants, e.g. AMC Engagement Group and Shareholders Council**
 - **CSOs**
- Input into ACT-A strategy and budget refresh exercise for 2022
- Continued refinement with COVAX Pillar Strategy team

Priority questions to address during strategy effort

COVAX strategic priority	Topic	Structuring questions
Support countries' needs & ambitions to control the disease & reopen society	A Overarching	<ol style="list-style-type: none"> 1 What is the overall COVAX Pillar vision? What is the unique ability to contribute of COVAX Pillar towards the various stakeholders, its place in the global ecosystem and broader disease control efforts in 2022 and beyond?
Actively managed portfolio of effective, affordable & scalable vaccines	B R&D, product assessment & regulatory	<ol style="list-style-type: none"> 2 Will COVAX invest in vaccine R&D activities to diversify its vaccine pipeline, to shape the market and to ensure equitable access? If so, for which targets and uses (e.g., variants of concern¹ and boosters)? 3 What is COVAX' role in identifying and funding efforts to close critical clinical and operational evidence gaps that countries or manufacturers might not address in priority? 4 What role could COVAX play in safety surveillance/assessment beyond WHE response teams? 5 What is COVAX' role in supporting countries and manufacturers in their regulatory approval processes?
	C Manufacturing	<ol style="list-style-type: none"> 6 Will the world have enough capacity to deliver on the projected doses in 2022? What is COVAX' role to ensure enough capacity, through input supply, workforce & bilateral tech transfer acceleration? 7 What is COVAX' role in enabling a faster scaling & more diverse manufacturing landscape, for Covid-19 & beyond? What can be done to scale existing manufacturing capacity?
Robust foundation for countries' vaccination coverage ambitions	D Procurement	<ol style="list-style-type: none"> 8 What is COVAX' role in establishing a healthy COVID-19 vaccine market in light of an increasingly complicated product space and the transition out of the acute phase of the pandemic? 9 What is the new coverage objective for COVAX Facility-secured doses, based on the WHO global vaccination strategy recommendation? 10 What additional costs would the new coverage goals and costing model imply?
Advancing equitable access & fair allocation	E Allocation	<ol style="list-style-type: none"> 11 What does "fair and equitable allocation" mean in 2022 (e.g. accounting for non-COVAX Facility doses, participant preferences)? What adjustments, if any, need to be made to the allocation principles and way of working?
Increased support and innovative solutions to in-country delivery for AMC92	F Vaccine delivery	<ol style="list-style-type: none"> 12 What are main unaddressed AMC92 in-country delivery needs and challenges across the delivery value chain? 13 What is COVAX' role in enabling successful in-country delivery, overcoming these challenges? What type of delivery efforts will COVAX support? Where does COVAX' contribution stop? 14 What is COVAX' role in safeguarding existing immunization programmes? What is COVAX's contribution to the global immunization agenda to ensure equitable access to routine immunization programs?

1. For which existing vaccines are not deemed effective enough

Major shifts have happened since the creation of COVAX

	Mid-2020 expectations	Current situation (September 2021)
Pandemic / viral evolution	Initial simplifying assumption to not fully reflect global variability and anticipated viral evolution	Disease progression uneven , possibly due to demographics and non-pharmaceutical interventions; impact of variants on epidemiology and vaccines and other countermeasures is uncertain
Science and R&D	Unknown / under-estimated probability of success for vaccines' efficacy Ambitious planning for EUL in 2020 despite traditionally long development timelines	Rapid development, high success rates for multiple platforms; several vaccines from established players, biotechs and emerging manufacturers; emerging safety questions Continued data gaps including e.g. need for boosters, safety in sub-groups, duration of protection, pediatric use, & interchangeability (mix & match)
Supply, procurement and access	Anticipated insufficient supply and need for government-funded at-risk scale-up investments	Significant ramp up in global supply (>5Bn to date) , thanks to established players as well as emerging manufacturers (India, China, Russia). Manufacturing vulnerabilities to export restrictions, raw materials, tech challenges (resulting from market and political issues)
	Aspiration for large centralised pooled procurement to effectively compete for early doses making bilateral deals largely about scaling up beyond initial access	COVAX as only global mechanism; growing importance of regional and local complementary mechanisms (e.g. AU/AVATT) Bilateral deals spread across income groups; concentrated in HICs/UMICs Bilateral deals with HICs/UMICs prioritised by manufacturers
In-country delivery	Urgency around securing supply at the expense of delivery	In-country delivery an urgent topic for many AMCs – service delivery, knowledge management, monitoring and surveillance, vaccine hesitancy, etc.

COVAX Pillar strategic priorities – ambition levels

Accelerate the end of the acute phase of the COVID-19 pandemic by the end of 2021

Support countries' needs and ambitions to control the disease and reopen society in 2022 and beyond



Continue to build a **robust foundation for countries' vaccination coverage ambitions by pooling demand, supply & resources, complemented by other procurement mechanisms**

- provide sufficient supply for AMC countries to support countries in reaching their coverage goals
- SFPs can continue to procure through the COVAX Facility

in alignment with the global coverage goal that is being determined by WHO at 70% full population coverage

Support and help accelerate a **portfolio and pipeline of effective, affordable and scalable vaccines** in the context of variants, boosters, sustained transmission and emerging platform preferences, ensuring sustained and early access to new vaccines, shaping the market for the long term

Advance equitable access and fair allocation, evolving the mechanism to take into account total prior vaccination levels and dynamic alignment of supply with country absorptive capacity, to support countries in their overall coverage ambitions

Offer **increased support and innovative solutions to in-country delivery for AMC92**, while minimizing risks to routine immunization and other essential health services, underlining the importance of close collaboration with regional mechanisms and with partners to come to better in-country delivery coordination