



# PREVENT PROTECT PROSPER

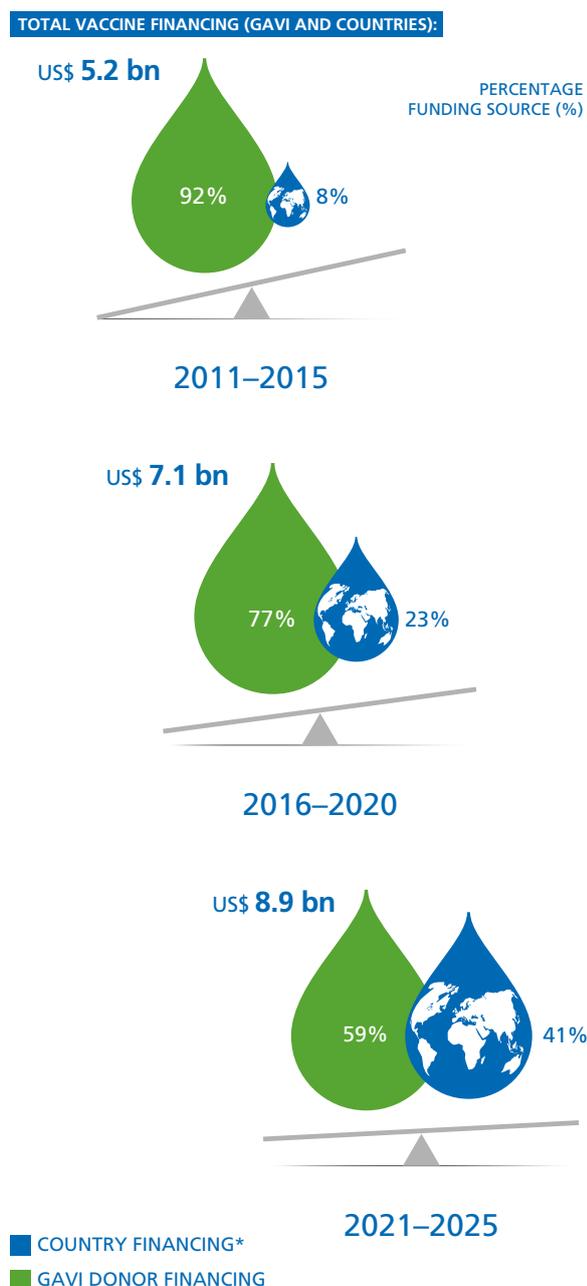
EXECUTIVE  
SUMMARY



# A PROVEN TRACK RECORD, PROTECTING A GENERATION

Vaccines have already changed the lives of millions of people in low-income countries. Since its inception in 2000, Gavi has helped protect a whole generation of children, more than 760 million of them, from potentially fatal infectious diseases, improving their life chances and increasing the likelihood that they will grow up to be healthy and productive adults.

**FIGURE 1 LEVERAGING COUNTRY FINANCING FOR GAVI-SUPPORTED VACCINES**



\* Includes co-financing, self-financing and India

Gavi’s unique development model, which puts the implementing countries firmly in the driving seat, together with donor funding and expertise, has been the engine that has powered the increase in immunisation rates in low-income countries. As a public-private partnership that brings together all the key actors in global immunisation, Gavi has been able to leverage economies of scale to drive down vaccine prices to levels that developing countries can afford. At the same time, by stipulating that countries contribute to the cost of their vaccines through co-financing arrangements, the Gavi model encourages country investment and ownership in immunisation.

And there is good evidence that the model is working. Recognising the enormous value vaccines bring, countries are scaling their commitments and investing more of their domestic resources in immunisation. By the end of the current strategic period, Gavi-supported countries will have contributed US\$ 1.6 billion to the cost of their vaccines, 23% of the total spend for 2016–2020, and up from just 8% in the previous five-year period (2011–2015). Furthermore, driven by this catalytic form of funding, 15 countries have already transitioned and are now fully self-financing 33 vaccine programmes introduced with Gavi support.

## THE OPPORTUNITY: PREVENT, PROTECT, PROSPER

Although the world is in many ways a healthier, safer and more prosperous place than it was 20 years ago, the progress we have made is fragile. Too many people – 1.5 million – are dying every year from vaccine-preventable diseases, and 15 million children are still missing out on the benefits of vaccination in Gavi-supported countries. While our goal of “leaving no one behind” with immunisation is closer at hand than ever before, the combination of population growth, climate change, conflict, migration and increasing country fragility is threatening our hard-won gains.

So now is not the time for complacency. Now is the time for renewed commitment to help countries **prevent** disease, **protect** their communities and, above all, **prosper**.

### PREVENT

Gavi’s ambition for the next strategic period is to reach another 300 million children with life-saving vaccines, bringing the total number of children vaccinated to **1.1 billion** by the end of 2025. This translates into additional 7–8 million lives saved in the 2021–2025 period and a total of **22 million lives** by the end of 2025.

The 2021–2025 strategic period will also see the roll-out of the most comprehensive package of vaccines in the Alliance’s history. Gavi has plans to expand the portfolio of vaccines it supports, providing protection against up to 18 diseases, up from just 6 in 2000. The introduction of new vaccines to Gavi’s portfolio – including diphtheria-tetanus-pertussis (DTP) boosters; hepatitis B birth dose; multivalent meningococcal conjugate vaccines; routine oral cholera vaccine; and vaccines against respiratory syncytial virus (RSV) and rabies – will help to protect people across their life course, not just during childhood.

To meet these targets, Gavi will deliver 3.2 billion vaccine doses to people living in 55 Gavi-eligible countries (70 countries for inactivated polio vaccine or “IPV”). A substantial proportion of those people reside in marginalised communities, either in remote, rural locations or in urban slums – hidden in plain sight from the reach of immunisation and other healthcare services. It is these very children, the very hardest to reach, who will be the focus of Gavi’s efforts to raise immunisation coverage levels in all the countries it supports.

In the coming strategic period, Gavi will put the “last mile first” by investing at least **US\$ 1.1 billion in health system strengthening** grants to extend immunisation services to children and communities currently not receiving vaccines, the so-called “zero-dose” children. By facilitating a projected 1.4 billion touchpoints between families and health services, this will simultaneously build a platform for the delivery of other basic primary healthcare services and for universal health care at both national and subnational levels (Fig. 2). In so doing, Gavi will be making a significant contribution to the realisation of the 2030 Agenda for Sustainable Development, notably Sustainable Development Goal 3 (“Ensure healthy lives and promote well-being for all at all ages”).

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This is the time for the global community to rally and support Gavi on its mission to protect all people, everywhere from vaccine-preventable diseases.

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Carlos Agostinho do Rosário  
Prime Minister of Mozambique

Two out of three zero-dose or unimmunised children live below the poverty line.

## PROTECT

The same communities that are unable to access regular prevention are also the ones most likely to be at the epicentre of deadly epidemics and pandemics of infectious disease. Such outbreaks not only risk jeopardising the achievements of national routine immunisation programmes but also, given the enormous increase in human mobility over the past two decades, threaten global health security.

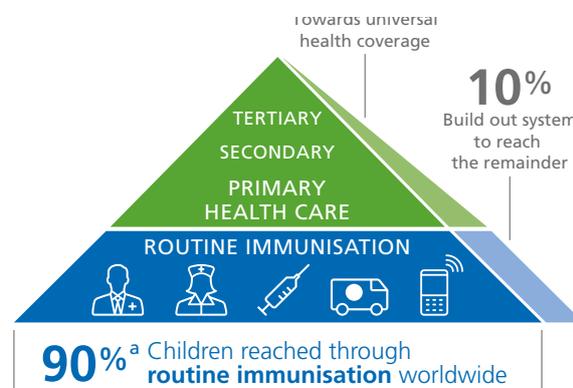
The recent cholera and Ebola outbreaks have served as sharp reminders of the risks posed by infectious disease in an increasingly fragile and globalised world. During the 2021–2025 period, Gavi will contribute to protecting global health security by investing in routine immunisation programmes and targeted campaigns to fill immunity gaps – the best shield against epidemics – as well as supporting global emergency stockpiles of vaccines against the most epidemic-prone diseases (such as **cholera, yellow fever** and **meningitis**). In addition, Gavi is preparing to invest up to **US\$ 150 million** in creating a new global **Ebola vaccine stockpile**, once a new vaccine has been licensed by a regulatory agency and prequalified by WHO [in December 2019, the Gavi Board approved investment in the Ebola vaccine stockpile].

Gavi has been actively involved in the global effort to rid the world of polio and this year joined the Oversight Board of the Global Polio Eradication Initiative (GPEI). For its part, Gavi will invest US\$ 800 million in further accelerating the roll-out of IPV and with partners will work towards the development of a new IPV-containing hexavalent vaccine. IPV is critical to the eradication of polio, which if successful will be only the second disease, after smallpox, to be eradicated in human history.

## PROSPER

Vaccines do so much more than simply prevent and protect against infectious disease. Immunised communities will be healthier and better educated, household economics will be bolstered and the next generation, both boys and girls, will grow up to become more productive members of society. Among the countries that will be receiving Gavi support throughout the next strategic period, two out of three zero-dose or unimmunised children live below the poverty line. High immunisation coverage thus generates greater national prosperity, which in turn allows countries over time to take responsibility for their immunisation programmes.

**FIGURE 2 IMMUNISATION IS THE PLATFORM FOR PRIMARY HEALTH CARE**



a. Children receiving the first dose of a diphtheria-tetanus-pertussis (DTP1) containing vaccine.

Moreover, immunisation programmes put delivery and surveillance systems in place that benefit the entire health system, creating a solid platform for universal health coverage (see Fig. 2).

It is no surprise then that vaccines are said to be one of “the best buys in development.” Immunisation delivers an exceptionally high return on investment: each US\$ 1 of investment in immunisation brings a return of US\$ 54 when broader societal benefits are included. Countries increasingly recognise this value – providing 41% of the total \$8.9 billion to be spent on vaccines in 2021–2025, versus just 8% in 2011–2015.

Gavi's work in 2021–2025 is predicted to release economic benefits totalling some US\$ 80–100 billion, equivalent to at least three years' total of annual official development assistance (ODA) for the group of least developed countries. These savings can be re-invested by countries to further develop health systems and other human resources for the future.

With equity as an organising principle and a focus on those currently left behind, Gavi's investments in immunisation in the 2021–2025 period will target those who need help the most – those living below the poverty line who can least afford the consequences of ill health. Furthermore, investing with countries through a gender lens helps to ensure that both men and women become active agents in their children's immunisation, and contribute to ending the gender-driven vicious cycle of intergenerational poverty. The goal is not just greater prosperity but **equitable prosperity**.

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Vaccines help prevent not just disease, but also poverty.  
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Joanne Carter  
Executive Director,  
RESULTS

### IN 2021–2025, GAVI WILL:

- Vaccinate 300 million children and save an additional 7–8 million lives.
- Empower countries to take on vaccine financing and ensure the successful transition of a further 10 countries into self-financing.
- Catalyse country contributions of US\$ 3.6 billion in domestic co-financing and self-funded vaccine programmes.
- Continue to engage the 18 countries that have already transitioned out of Gavi support through targeted activities to sustain progress.
- Contribute to a further US\$ 80–100 billion in economic benefits.
- Enhance the competitiveness and supply security of at least five Gavi-supported vaccine markets.
- Deliver over 3.2 billion doses of life-saving vaccines to 55 eligible countries.
- Facilitate 1.4 billion touchpoints between families and health services through vaccination.
- Insure the world against polio re-emergence through implementing routine inactivated polio vaccine (IPV) programmes across Gavi-supported countries, in collaboration with the Global Polio Eradication Initiative (GPEI).
- Fund vaccine stockpiles for emergency use to stop dangerous outbreaks.

## WHY GAVI? A MODEL OF PURPOSEFUL COLLABORATION

Over the last two decades, the Vaccine Alliance's innovative public-private partnership model has transformed global progress in immunisation, health and development. Global child mortality rates today are lower than ever. New vaccines are reaching developing countries at virtually the same speed as rich countries, often at a fraction of the price. None of this would have been possible without the collaboration and contributions of numerous partners across the private and public sectors.

Each Alliance partner brings their unique area of expertise to support Gavi's mission. The implementing countries set the agendas to drive immunisation programmes; the founding partners (the Bill & Melinda Gates Foundation, UNICEF, WHO and the World Bank) – together with the private sector, donors and the research community – provide the necessary technical know-how and skills; vaccine manufacturers provide production capability; and civil society organisations (CSOs) provide advocacy and operational support. The result of this is an immunisation platform operating at scale, providing access to vaccines for around half of the world's infants, with lower overheads and greater efficiencies of scale than could be achieved by immunisation actors or donors operating independently.

A defining feature of Gavi's collaborative model is its ability to be flexible and adapt to changing circumstances and contexts, and to leverage the unique abilities of its partners. In recent years, the Alliance has witnessed an increase in its donor base and an expansion in its partner landscape. Significantly, in 2018, Gavi – alongside other key actors in global health – agreed to work together to shape the landmark Global Action Plan for Healthy Lives and Well-being for All in a bid to help foster a new era of global collaboration and accelerate progress towards the realisation of SDG3.

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**Gavi is not only protecting the health of millions of children, its public-private partnership model is a catalyst for innovation and skill-sharing.**  
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Eduardo Martinez  
 President,  
 The UPS Foundation

## SCALE UP INNOVATION

Transformational innovation is part of Gavi’s DNA. As well as pioneering flexible financial mechanisms, such as the Gavi Matching Fund, to make donor contributions work harder for the world’s most vulnerable children, the Alliance is leveraging the investment, expertise and know-how of its network of private sector partners to champion scale-ready technologies and business models.

Throughout 2021–2025, Gavi will continue to approach innovation as a core part of its business model. It will broker connections, identify adaptive and flexible funding, fast-track adaptation support, advocate for scale-ready innovators and drive innovation in vaccine technologies.

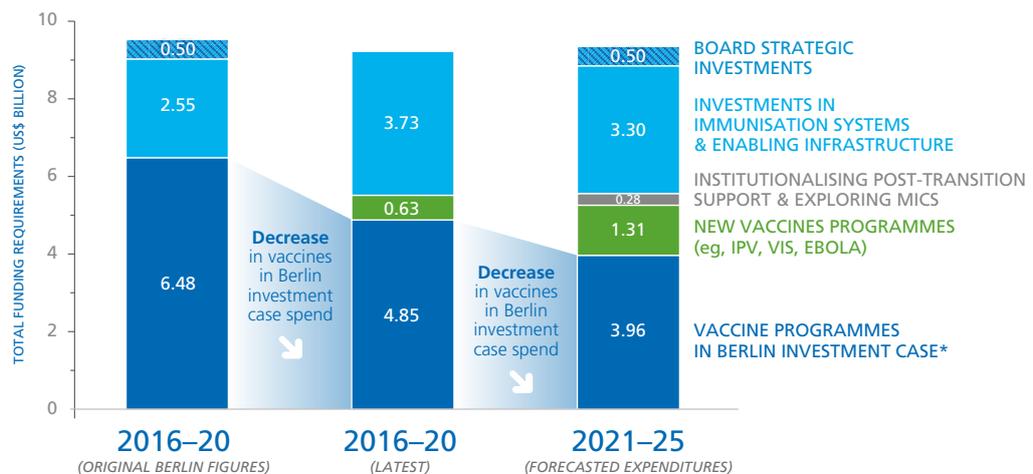
It will accelerate innovation across immunisation products, practices and services that will help unlock bottlenecks to reaching communities.

## MAKING DONOR INVESTMENTS GO FURTHER

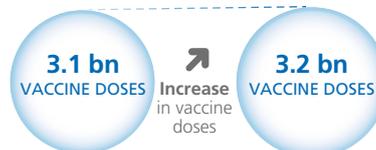
Delivering on our ambitious plans for 2021–2025, including immunising 300 million more children, will require an expenditure of at least US\$ 9.4 billion. With assured resources for this period in the order of US\$ 2 billion, this means that Gavi will need to raise at least US\$ 7.4 billion through direct contributions and other innovative financing sources, including new pledges to the International Finance Facility for Immunisation (IFFIm), in order to fund its 2021–2025 goals.

A little over half of the projected 2021–2025 spend (US\$ 5.3 billion or 56%) will go towards the cost of supporting vaccine programmes, including the roll-out of IPV and new vaccine introductions. A further US\$ 3.3 billion (36%) will be invested in immunisation delivery systems and infrastructure, with the remaining funds divided between targeted support for countries post-transition and Board strategic investments (see Fig. 3).

**FIGURE 3 EFFICIENCIES IN VACCINE FINANCING OVER TIME**



\* Vaccines in the Berlin investment case included pneumococcal, pentavalent, rotavirus, HPV, yellow fever, measles and rubella, typhoid, cholera, meningitis A and Japanese encephalitis



The Gavi model is underpinned by country ownership of national immunisation programmes. Between 2021–2025, Gavi-supported countries will finance a record US\$ 3.6 billion towards the cost of immunisation programmes, 41% of the total projected US\$ 8.9 billion cost of vaccine financing (see Fig. 1). In addition, countries will spend around US\$ 6 billion on domestic service delivery costs, and a further 10 countries are anticipated to transition out of Gavi support, over the same 2021–2025 period.

Market shaping efforts play their part in making donor investments go further. For instance, the total cost of fully immunising a child with pentavalent, pneumococcal and rotavirus vaccines has fallen by over 52%, from US\$ 35 in 2010 to less than US\$ 17 in 2017. Vaccine price reductions and transition will contribute to projected savings of over US\$ 900 million during the 2021–2025 period, bringing the total cost of the portfolio of vaccines offered at the time of the Berlin investment opportunity (11 vaccines) to US\$ 3.96 billion. This represents a significant cost reduction compared with the original forecast cost of US\$ 6.5 billion (see Fig. 3). This also means that a greater share of Gavi’s budget is available to invest in immunisation systems and other forms of tailored country support.

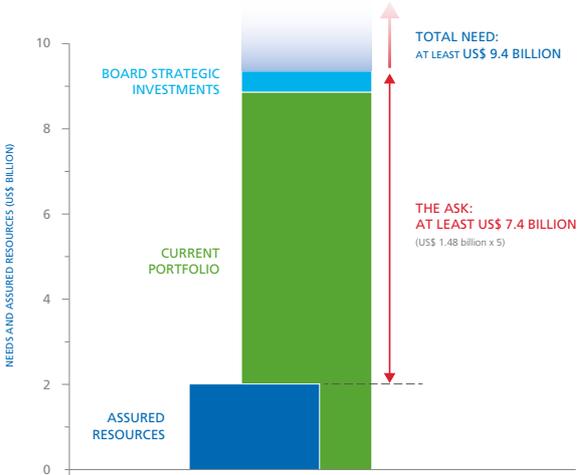
**MITIGATING RISKS**

If there are insufficient resources to deploy in 2021–2025, the risk of backsliding on the tremendous progress made to date is real. If the world does not fully fund the investment opportunity, then hard choices will have to be made about which programmes to fund and which to not. Funding of all routine programmes, targeted preventive campaigns, as well as the vaccine stockpiles and immunisation systems that protect the world from the increasing risk of outbreaks, may not all be possible.

*TOGETHER WE CAN ACHIEVE  
A BOLD AMBITION*

The next strategic period will be a critical one for Gavi and represents a turning point in our history. Much of the hard work has been done, and for many countries the building blocks for sustainable immunisation are already in place. A further 10 countries will transition in 2021–2025. What is needed now is fresh thinking and innovative technologies to tackle the challenges that are preventing vaccines from reaching the remaining unimmunised children and achieving the SDGs by 2030. By working together, and with enough support, we can achieve more impact, more efficiently and at a lower cost to donors than ever before.

**FIGURE 4 GAVI NEEDS FOR 2021–2025**





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More than **140 million children** are born into the world every year. Each one of them requires domestic and international investment to provide the protection of vaccines if we aspire to make our world safe, unburden families from preventable disease and enable the next generation to thrive in life.

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Dr Ngozi Okonjo-Iweala  
Board Chair, Gavi, the Vaccine Alliance