



Towards a Vision and Strategy for Vaccines and Immunization for the Decade Ahead

Update to SAGE

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3 April, 2019

Objectives for this session

- 1 Recap need for a vision & strategy for next decade (2021-2030)
- 2 Summarize lessons learned from GVAP
- 3 Provide update on how vision & strategy is shaping up
- 4 Share next steps of process

The Decade of Vaccines has achieved significant progress for immunization

- 116M** Infants received DTP3 in 2017, the most ever
- 4.6M** Additional infants vaccinated in 2017 (vs. 2010)
- 1.8M** Fewer children under-vaccinated in 2017 (vs. 2010)
- 3** Additional countries achieved MNTE in 2017¹
- 113** Countries introduced new vaccines since 2010
- +140%** Increase in number of NITAGs since 2010

1. Ethiopia, Haiti and the Philippines. Source: 2018 assessment report of the GVAP (WHO)



....yet, most goals set 10 years ago will not be achieved by 2020

3 Countries¹ still polio-endemic

~85% MCV1 coverage stagnation, below 90%+ target between 2010 & 2017

No Region sustains measles elimination

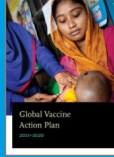
< 30% Countries with DTP3 coverage at 90% national; 80% district

1 Rubella-free region in 2018

19M+ Children still under-vaccinated

14 Countries² yet to achieve MNTE

25 LICs & MICs without new vaccines introductions between 2010 & 2016



With GVAP coming to an end in 2020



New vision and strategy for vaccines and immunization is needed in a 'VUCA' world



To set a compelling, country-centric vision for the next decade that engages and aligns stakeholders – immunization and beyond – at all levels



To address emerging issues, and harness **new solutions** for V&I



To re-ignite importance of V&I for broader health & development agendas



In approaching new vision & strategy, we build on lessons learned from GVAP



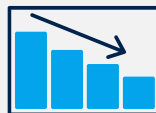
GVAP seen as powerful tool **to orient global immunization partners**



However, **difficult to implement**



Implementation hindered by **lack of clear ownership & accountability;**
was seen by countries as ‘top-down’



Advocacy started off strong, but **momentum lost early** in the decade⁶

Our aim looking forward
is to co-create –
with global, regional & local
stakeholders in immunization and
beyond – a common 'frame'

So that all stakeholders can weave
their own plans,
that collectively align towards a
shared 2030 vision

#Vaccines2030

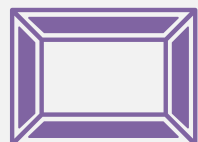
***Vaccines protecting everyone, everywhere
Our right, our duty***



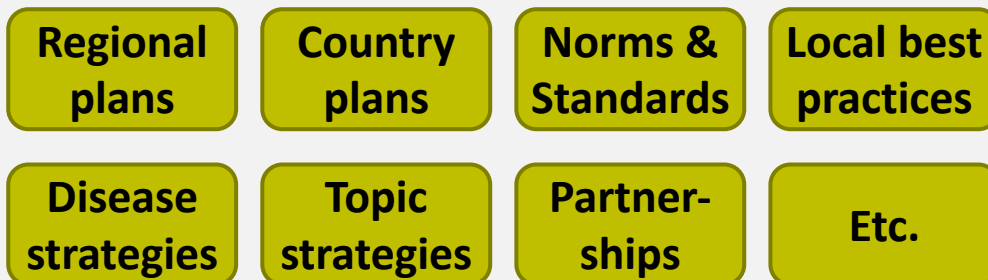
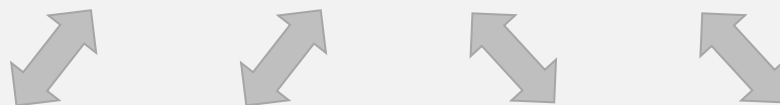
Three components of new vision & strategy proposed (I)



'Lighthouse'



Strategic framework



Vision, values & high-level strategic priorities

- Vision 2030 (and beyond?)
- 1-2 page document
- For everybody

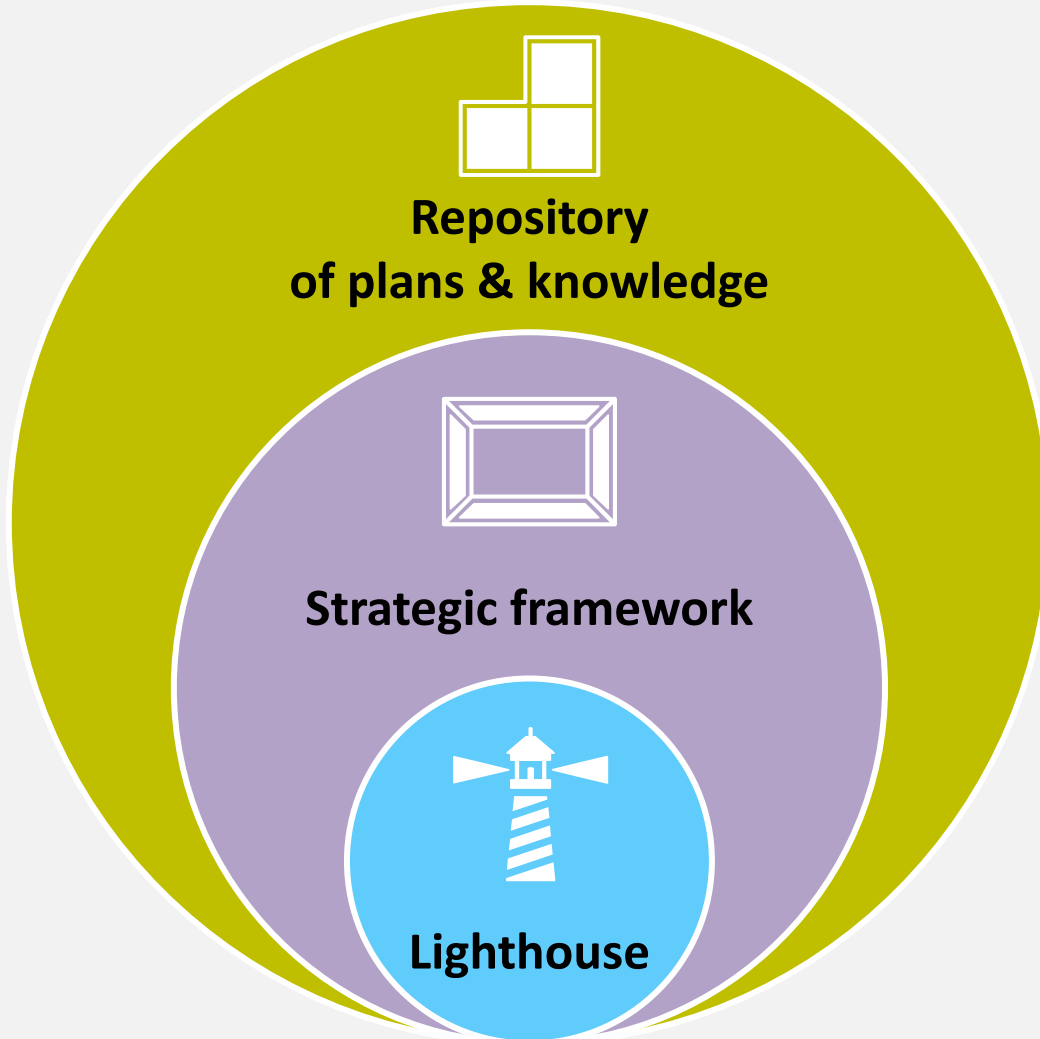
Strategic priorities, theory of change, goals

- Framework for 2021-2030
- 15-20 page document
- For stakeholders interested in immunization

Specific plans & knowledge

- Plans/ knowledge "living" throughout 2021-2030
- Existing/ in-process country and regional plans
- Existing/ in-process technical guidance and best-practice documents (from global, regional, local)

Three components of new vision & strategy proposed (II)



Specific plans & knowledge

- Documents "living" throughout 2021-2030
- Existing/ in-process global, regional, country plans
- Existing/ in-process disease- and topic-specific technical guidance and best-practice documents

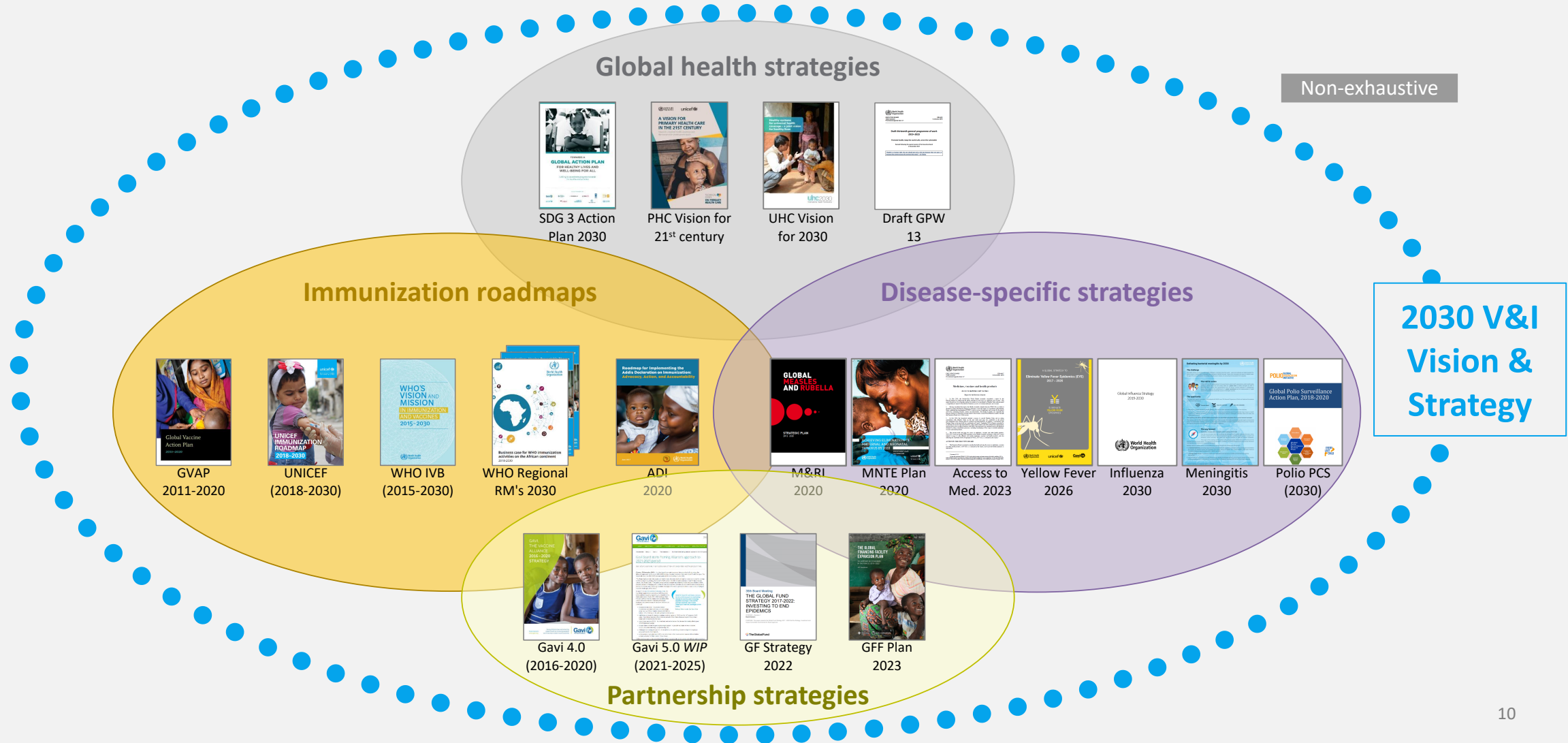
Strategic priorities, theory of change, goals

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Vision, values & high-level strategic priorities

- Vision 2030 (and beyond)
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- For everybody

New vision and strategy will build on/ live within ecosystem of recent strategies, responding to changing context



In particular, new vision & strategy will be closely integrated with Gavi 5.0

Gavi 5.0

- Focusing on specific countries, vaccines, 2021-2025 period
- 'Actioning' specific interventions: market shaping, delivery, demand
- Addressing the Gavi Board priorities



2021-2030 vision & strategy

- Covering all countries, vaccines and areas for intervention, for 2021-2030
- Providing new worldwide vision and strategy
- Aligning all stakeholders (in health & beyond) interested in immunization, at global/ regional/ local levels

Last week's Partners' Forum was key milestone in journey toward new vision & strategy

Over past 18+ months
Country feedback on
GVAP & input into post-
2020 plans

Last week
Partners'
Forum

WHA73 (2020)
Presentation of V&I
vision and strategy

Beyond WHA 73
Operationalization,
M&E, Advocacy



Apr-Sep 2019
Broad engagement of
global V&I community

We had keynotes from diverse fields to challenge our thinking, and co-creation exercises (60+ groups), with 110+ participants...



Co-Creation over 3-days, agile, work-sprints, 'Shark Tanks', Artist visualization

... Bringing broad representation of organizations & geographies

Non-exhaustive

50+ organizations

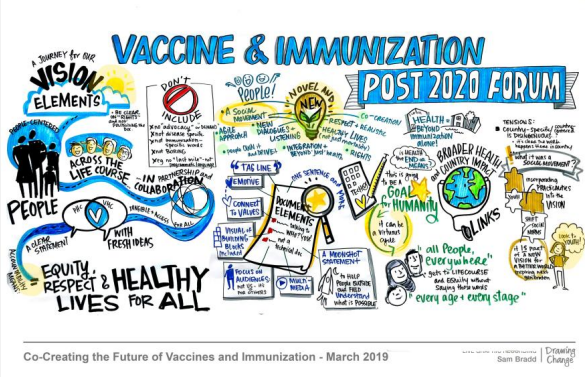


30+ countries across all regions

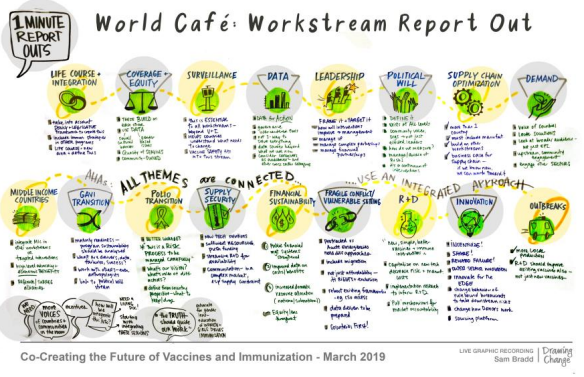


Participants created ideas and provided direction for all key components of new vision & strategy

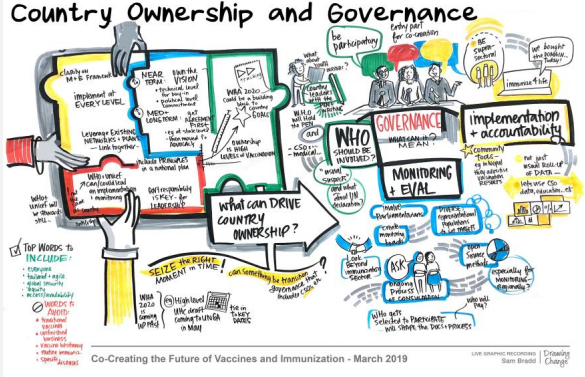
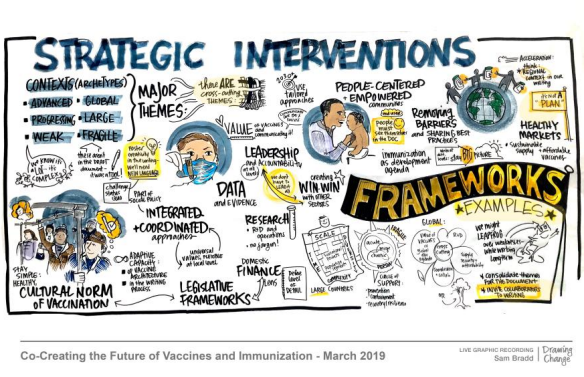
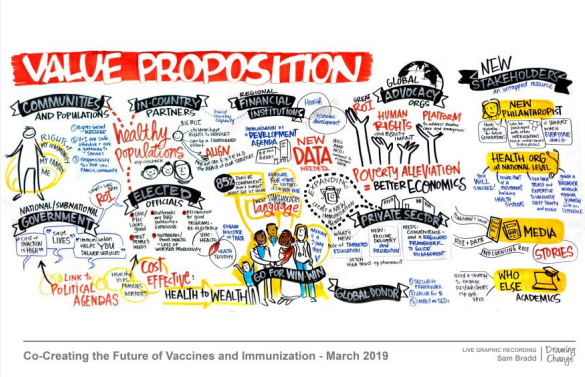
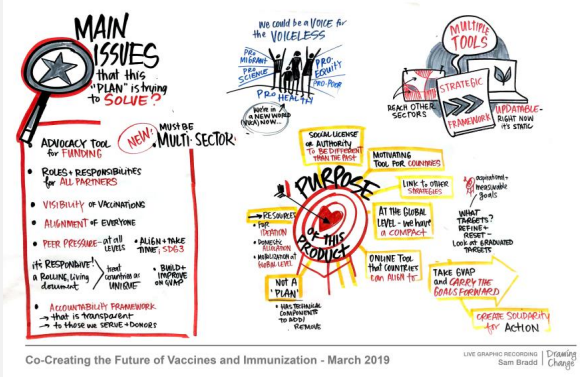
WHY?



WHAT?



HOW?



Why?

Generated themes, words and voted on key concepts to include/ avoid in the 2030 vision



Generated
themes, words
and voted on key
concepts to
include/ avoid in
the 2030 vision

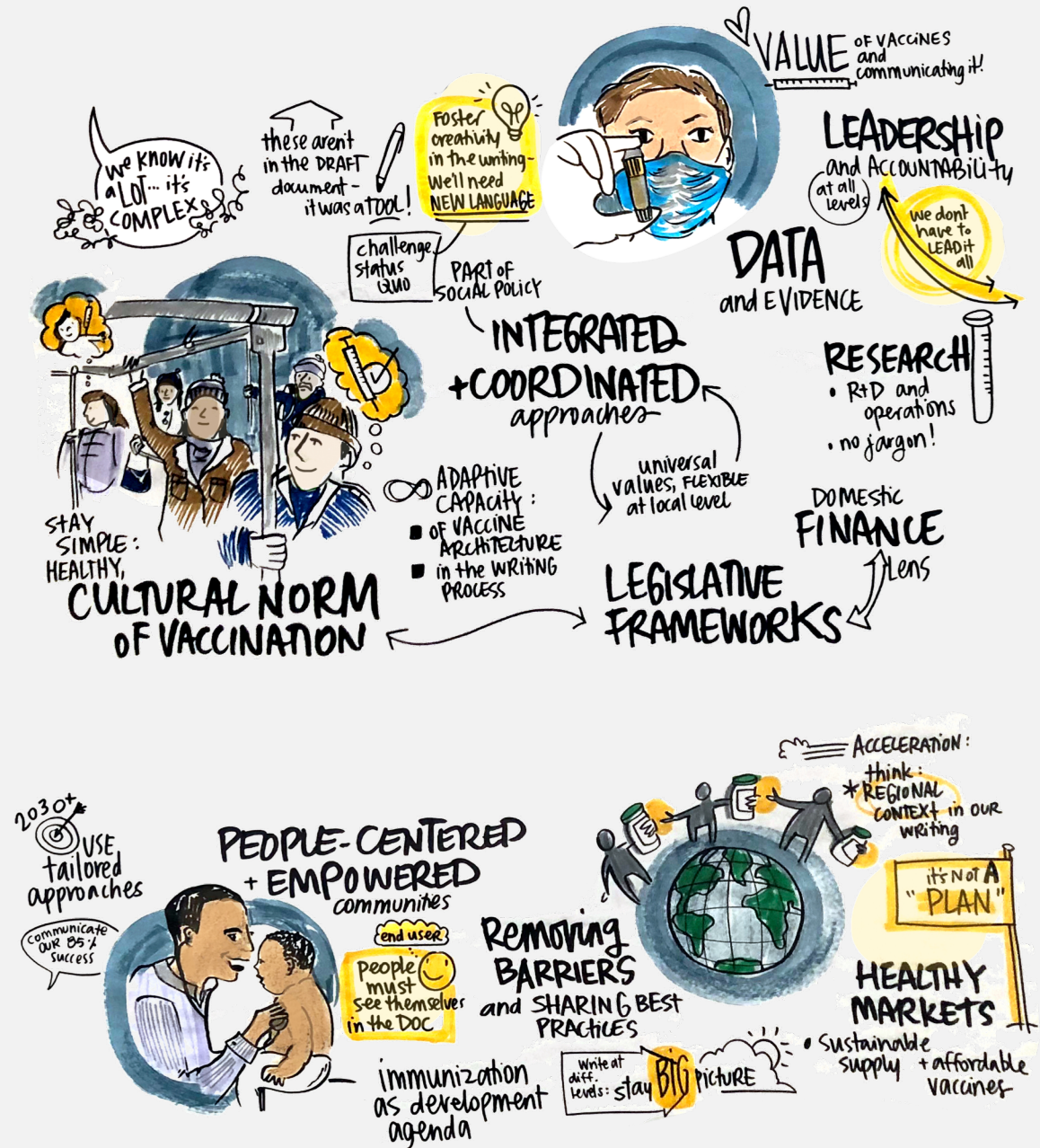


5 top concepts to avoid



What?

Articulated possible strategic priorities to achieve the 2030 vision



What?

Articulated possible strategic priorities to achieve the 2030 vision –

some are **new**,
some recognize the
ongoing work

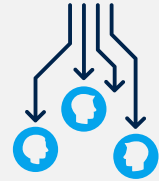
Newest themes



**Enabling
ownership &
ensuring
accountability**



Developing
cultural norms
and **a social
movement**



Developing
**tailored,
contextualized
approaches**



Promoting
healthy markets
& sustainable
supply



Expanding
**innovation and
research**

How?

... And identified key cross-cutting **enablers** that will enable '**actioning**' of strategic priorities



People at the center



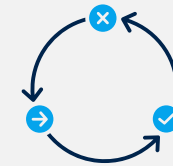
Integration and coordination



Data and evidence



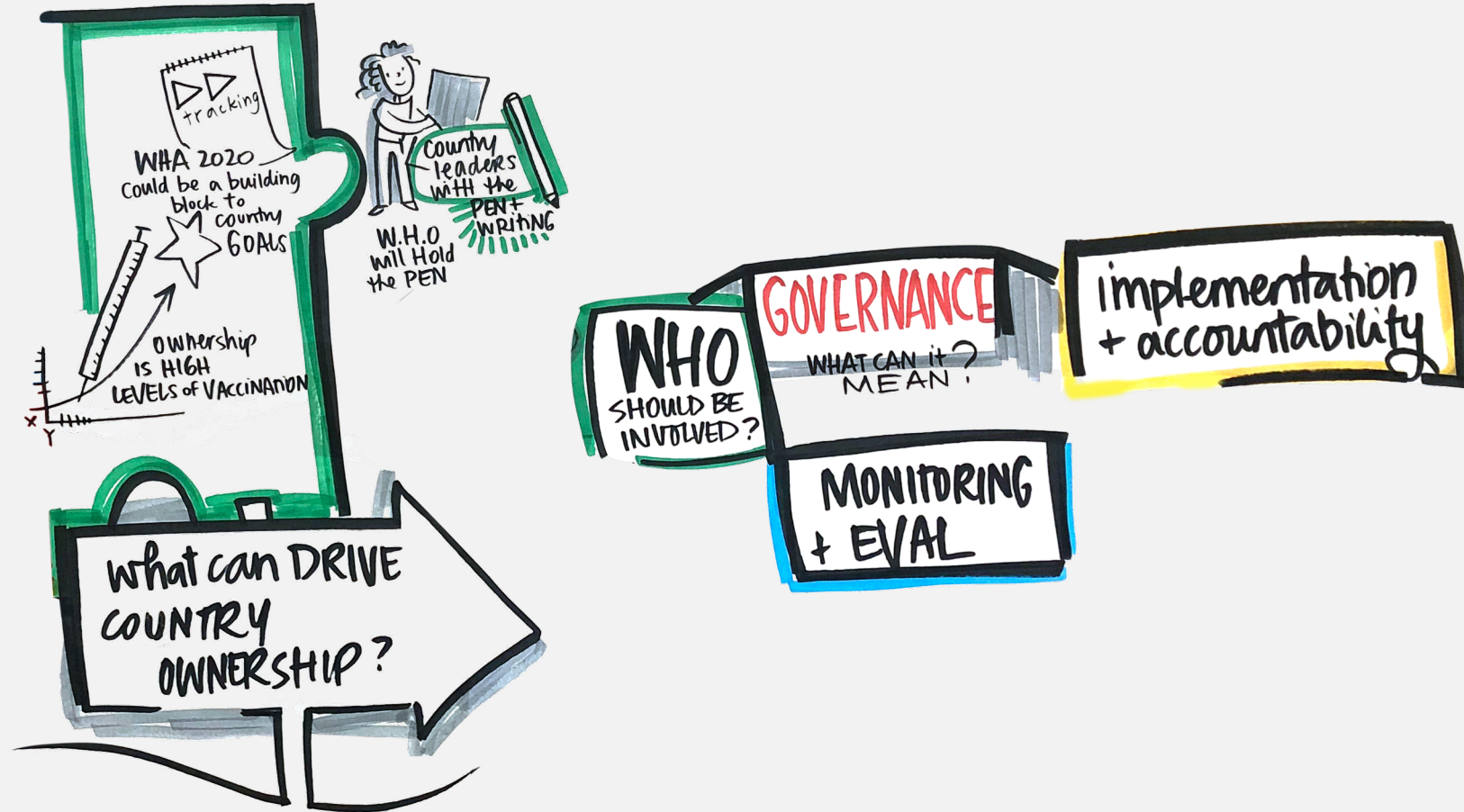
Cross-sector partnerships



Flexible, responsive systems

How?

How to ensure
country ownership
& structure
governance....are
key open questions
that need to be
answered



Next steps

Create "draft zero" of the 2021-2030 vision and strategy

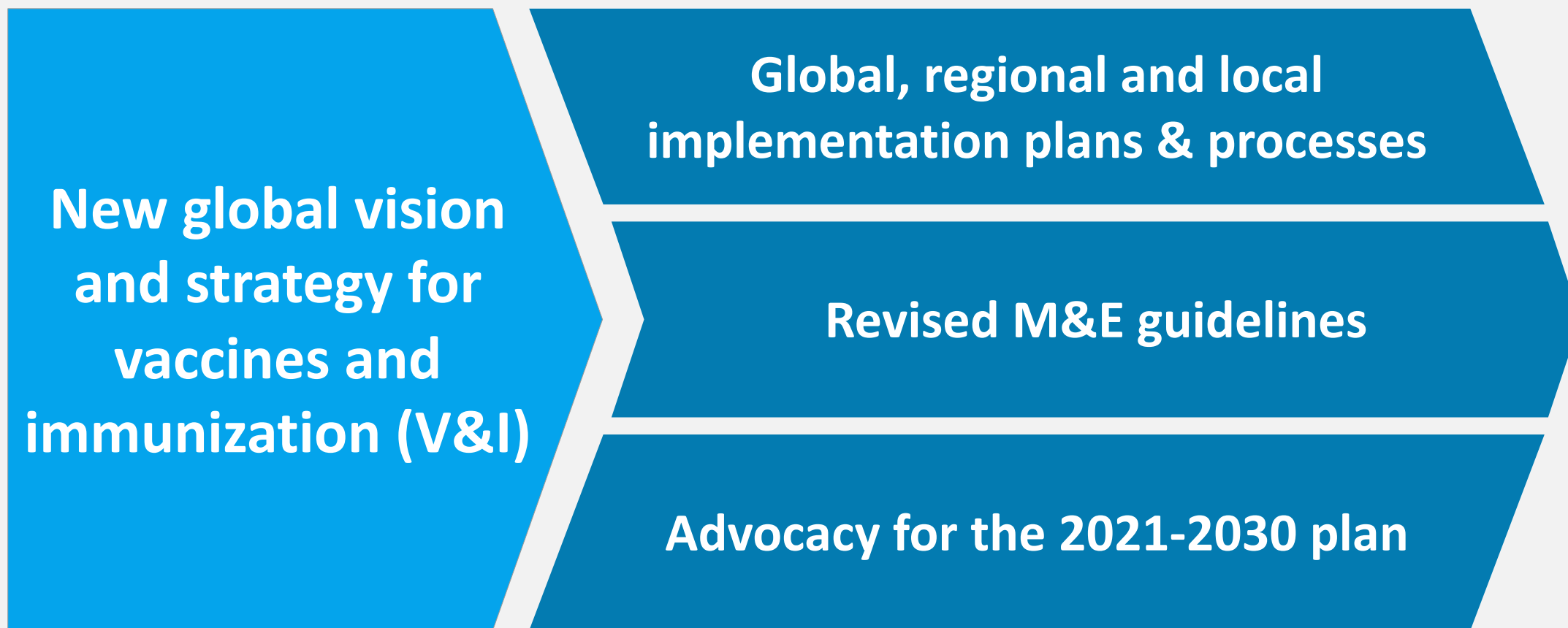
Finalize stakeholder engagement model and governance structure until WHA 2020

Test and refine "draft zero" options with global, regional and country stakeholders

Finalize "draft 1.0" for SAGE review (Oct 2019)

EB (Jan 2020) and WHA (May 2020)

Vision & strategy is first core component for 2021-2030



To be endorsed at
WHA 73 (2020)

Appendix



Example topics covered in 2021-2030 vision & strategy beyond Gavi 5.0 (I/III)

Data

- 4.1 Data governance:** Identify key information needs at all levels for operational, managerial, and policy level decision making and increase collaboration across programmes and sectors with clearly defined policies, processes, and responsibilities for the collection and use of data and the design of information systems (different kinds of data coming from multiple sources, incl. other health programmes, private sector and CSO's, and directly from caregivers and communities).
- 4.2 Enabled people:** Empower and enable health personnel to collect and use immunization and surveillance data for better decision-making, embedding a data use culture. Approaches beyond training are needed to address issues of motivation and incentives in the workforce.
- 4.3 User-centered tools:** Invest in user-centred and sustainable tools and information systems, integr. with national health information systems and aligned with programme needs and the maturity of information systems. Scale up technologies that are now being tested in specific contexts or pilots; newer technologies (e.g., big data, artificial intelligence, blockchain) might be adopted by 2030
- 4.4 Continuous processes:** Establish a continuous cycle of assessment and improvement of immunization and surveillance data and information systems, with regular assessments and national data improvement plans.
- 4.5 Evidence:** Document, evaluate and share knowledge on ways to improve immunization and surveillance data collection, analysis and use.



Example topics covered in 2021-2030 vision & strategy beyond Gavi 5.0 (II/III)

Polio Transition

- 11.1 Strategic Alignment:** Strategic alignment at the global and regional level, e.g., align different transition processes, align global and regional strategies related to polio eradication/transition, development and operationalization of global/regional technical strategies
- 11.2 Country-led transition tailored to local context:** Vision and priorities tailored to country context and needs with realistic planning linked to broader national health planning, focus on eliminating fragmentation and integration, dialogue between country and partners to agree on timeframe and milestones to measure implementation
- 11.3 Skilled health workforce:** Ensuring government commitment to selectively re-purpose the polio infrastructure to develop, train, retain and attract a skilled workforce to work towards new health priorities (e.g. lab capacity); for fragile states, partner commitment to ensure human resource capacity is in place to support essential immunization and health functions, as needed
- 11.4 Accountability mechanisms, with clearly defined roles and responsibilities:** Alignment of what the governance, financing and oversight will look after GPEI sunsets in an inclusive process, with full engagement of countries, implementing agencies, CSOs, donors
- 11.5 Practical use and adaptation of lessons learned from polio eradication:** tailored to country context; explore application of polio lessons-learned beyond immunization (e.g. MCH, nutrition); build on community approaches and community engagement strategies



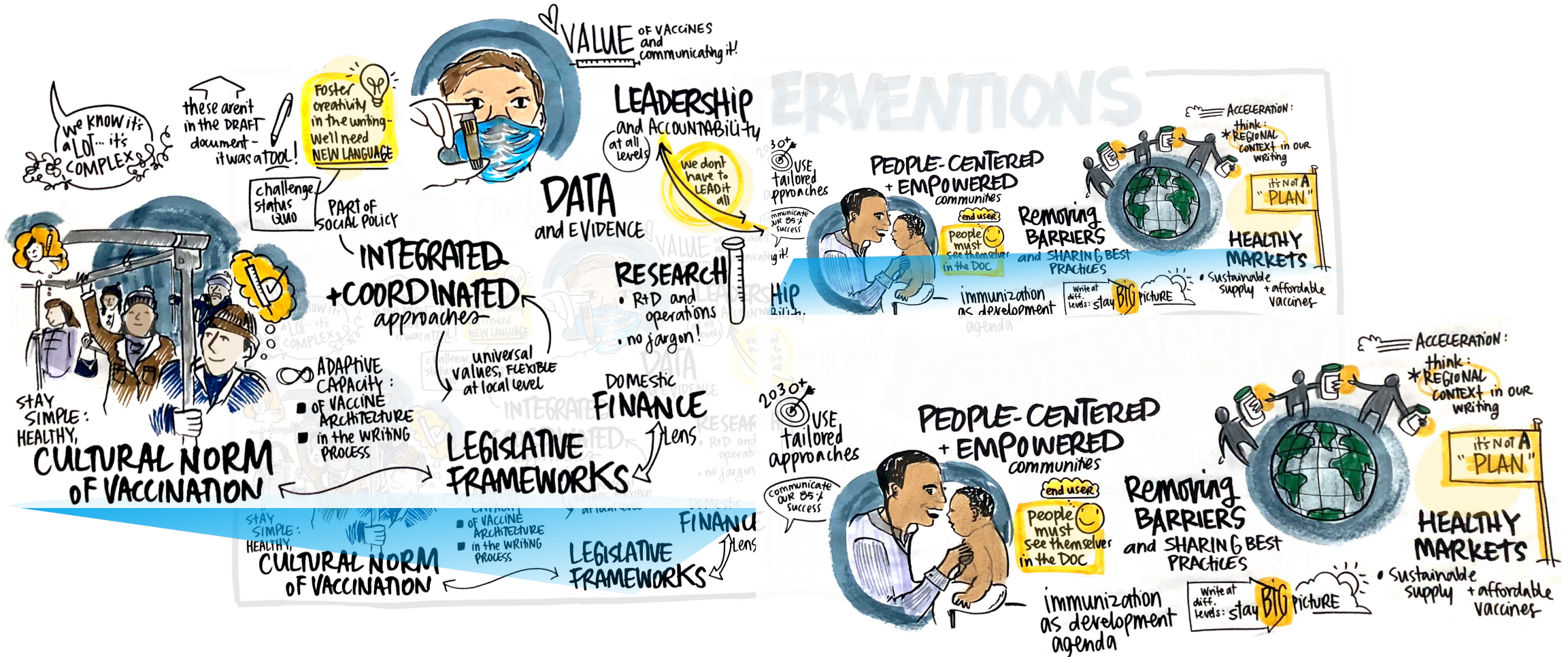
Example topics covered in 2021-2030 vision & strategy beyond Gavi 5.0 (III/III) R&D

- 15.1 Need for new, better, simpler vaccines and related technologies:** Capitalize available and emerging technologies to reduce R&D burden (e.g. COGS, complexity of clinical trials etc.), new tools – eg long-life mAbs; transparent prioritization process that is dynamic and continuous including value proposition, PTRS, alternative interventions and probability of market success
- 15.2 Vaccine profile meeting deliverability and deployment needs:** Implementation research to inform upstream R&D elements and downstream value proposition; Implementation research to better understand how to use existing vaccines (schedules, dosing regimes, specific populations, etc)
- 15.3 Less-risky & cheaper development and manufacturing:** Take advantage of novel technologies to reduce R&D burdens; Work with regulators to facilitate accelerated / non-classical pathways; Develop and use production platforms to reduce development times and response times
- 15.4 Pull mechanisms to ensure vaccine does not fail due to market (NEED FOR NEW WORKSTREAM)**
 - Not really within R&D community control
 - BUT: No point bringing 10 new products to licensure if they fail due to lack of market.
 - Need to start building market early in vaccine development: 'VIS light?'

Why? We generated key themes and voted on key concepts to include/avoid in the Vision 2030



What? Several common themes emerged on strategic priorities to progress towards vision 2030



How to ensure country ownership & structure governance are two key questions that need to be answered

