

Global Health Case Study

Consensus Building

For The World Bank, Applied Strategies led an effort to model and analyze the financial and risk implications of Advance Market Commitments (AMCs), a proposed new mechanism for creating an economically attractive low-income country market for vaccine suppliers. The objective of this mechanism is to accelerate the availability of vaccines to these regions of the world, thereby saving the lives of millions of children annually.

This World Bank and Global Alliance for Vaccines & Immunization (GAVI) sponsored project was at the request of the G8 and required achieving model design and analysis results buy-in by a diverse community of stakeholders, including the G8 Finance Ministers, World Bank, GAVI, Center for Global Development, multinational and emerging vaccine suppliers, government finance ministries, and vaccine focused public-private partnerships including: Rotavirus Vaccine Program, Pneumococcal Vaccine Program (PneumoADIP), Malaria Vaccine Initiative, Human Papillomavirus Vaccine Program, TB Vaccine Program, International AIDS Vaccine Initiative.

Applied Strategies analytical work and its financial implications and risk model (AMC-FIRM) was instrumental in convincing government donors to raise \$1.5B to support a pilot AMC for pneumococcal vaccines and we will soon be embarking on an effort to interview major vaccine suppliers around the world to understand their AMC-related needs and concerns and to assess their level of commitment to this new funding mechanism.

Global Health Case Study

R&D Portfolio Analysis & Investment Strategy

Public Private Partnerships have become increasingly important for accelerating medicines and vaccines to developing countries where important treatments and preventions are needed the most. The Malaria Vaccine Initiative (MVI) was founded in 1999 with a mission to accelerate the development of promising malaria vaccine candidates, and ensure their availability and accessibility in the developing world.

Applied Strategies worked extensively with MVI to develop a five-year R&D Strategy to focus the R&D organization on the goals most supportive of its overall mission. The scope of work included characterizing the current portfolio in a transparent and consistent way, identifying potential outcomes for current projects and likely follow-on activities given each outcome scenario, developing long-term R&D portfolio investment goals and decision criteria to guide future portfolio investments, and defining MVI's planning case to support fundraising and resource management decision-making.

The five-year R&D Strategy and planning case also provided the foundation for MVI's Core Grant Renewal proposal and motivated MVI to initiate an effort to design and implement both internal and external portfolio management structures and processes to ensure effective stewardship of the R&D portfolio well into the future.

Global Health Case Study

Portfolio Management Systems in the Global Sector

The pharmaceutical industry has developed best practice portfolio management processes that help maximize the potential value of the company's R&D portfolio. In the global health community, portfolio management is not routinely practiced, even though maximizing the return on these investments is measured in lives saved.

The Malaria Vaccine Initiative (MVI) was founded in 1999 with a mission to accelerate the development of promising malaria vaccine candidates, and ensure their availability and accessibility in the developing world. MVI has partnered with many academic, government, and industry research and development organizations to support dozens of vaccine trials, including several endemic population trials in Africa. MVI's R&D portfolio currently contains 11 ongoing vaccine candidate programs, including the first malaria vaccine to move into Phase III trials.

To ensure effective stewardship of its R&D portfolio on an ongoing basis, MVI initiated a project with Applied Strategies to design and implement a comprehensive portfolio management system. The scope of this work included:

- Establishing both internal and external advisory councils, management committees, and program teams with clearly defined decision-making and management charters
- Defining team member roles and responsibilities and selecting the required team members consistent with these defined roles
- Designing team and cross-team processes that ensure efficient use of MVI resources
- Developing a comprehensive implementation plan to ensure a successful rollout, drive the completion of key design activities, and ensure ongoing system monitoring and refinement

MVI expects its portfolio management system to deliver many benefits, including:

- R&D management driven by a portfolio, rather than an individual project, perspective
- Managing all vaccine projects in a consistent and rigorous manner
- Making more consistent and transparent vaccine investment and development decisions
- Placing decision-making responsibility at the appropriate levels
- Facilitating more effective and credible reviews with external stakeholders, including donors, scientific advisors, and R&D partners
- Enhancing the return on MVI R&D investments

MVI is now leading the way in the global health sector by leveraging industry best practices to build and manage its R&D portfolio.

Global Health Case Study

Public-Private Partnerships

The Global Alliance for Vaccines and Immunization (GAVI) was formed to harness the strengths and experience of multiple partners in both the private and public sectors with the mission of saving children's lives and protecting people's health through the widespread use of vaccines.

GAVI's Pneumococcal Vaccines Accelerated Development and Introduction Plan (PneumoADIP) was formed to improve child survival and health by accelerating the evaluation of and access to new lifesaving pneumococcal vaccines for the world's children. Applied Strategies has worked extensively with the PneumoADIP to define and analyze strategies for ensuring a predictable supply of vaccine at an affordable and sustainable price. The primary focus of Applied Strategies' work has been the development of a demand forecasting methodology and analytical tool that enables analysts to discover solution sets that provide positive outcomes for suppliers, global donors, and target countries. These win-win-win solutions can then be vetted with each of the key constituents to determine their acceptability and to refine assumptions, as necessary.

In addition, Applied Strategies has worked with the PneumoADIP on projects concerning the:

- Appropriateness of alternative vaccine product profiles on country adoption
- Justification for continued GAVI investment in pneumococcal vaccines
- Implications of an Advance Market Commitment financing mechanism on pneumococcal vaccine introduction in developing countries
- Design and development of a PneumoADIP cost budgeting and tracking system
- Development of PneumoADIP mission driven goals and work plans

Applied Strategies also supports PneumoADIP by planning and facilitating many of its management and organization planning retreats.

Global Health Case Study

Integrated Planning

The Zinc Task Force is a voluntary committee consisting of representatives from public health organizations with an interest in accelerating the adoption of zinc supplements as a treatment for childhood diarrhea. The Task Force comprises representatives from the World Health Organization, U.S. Agency for International Development, UNICEF, Johns Hopkins Bloomberg School of Public Health, and multiple consultants specializing in nutritional supplement manufacturing, social marketing, and field training.

Through a grant from the Bill & Melinda Gates Foundation, Applied Strategies facilitated the Zinc Task Force through a planning process to develop a comprehensive and integrated plan that identified areas of need not covered by individual organization charters and that minimized duplication of effort and investment across organizations. The plan served as the basis for seeking implementation funding to enable the Task Force to address the areas of need.