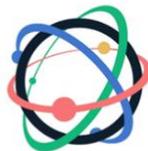




# **RVMC 2.0 Secretariat Mid Term Review**

March 2026



**RVMC**  
Regionalized Vaccine  
Manufacturing Collaborative

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## EXECUTIVE SUMMARY

This mid-term review assesses the Secretariat's performance during its first 2 years of implementation against its four core functions, as set out in its 3-year Strategy published in July 2024 - advocating for change, aligning partners for impact, advising on sustainable approaches, and accounting for progress. Together, these functions are designed to address 3 implementation challenges described below.

## BACKGROUND

The COVID-19 pandemic exposed significant inequalities in global vaccine access and prompted renewed debate about where and how vaccines are produced. Many countries, particularly those in regions left behind during the pandemic, began reassessing their reliance on external manufacturers and exploring ways to bring vaccine production closer to home.

These efforts are now unfolding amid major structural shifts in the global health landscape. As donor governments adjust priorities away from the development agenda and Official Development Assistance declines, many countries are increasingly looking to regional institutions and cooperation frameworks to advance development objectives. Consequently, regional vaccine manufacturing initiatives cannot rely primarily on externally driven, donor-led models and will increasingly be anchored in domestic and regional financing, political leadership, and cooperation.

In this context, regionalised vaccine manufacturing (RVM) is not only a health priority but also part of broader industrial and economic strategies. Governments are linking vaccine production to job creation, innovation capacity, and trade integration among interested countries. At the same time, purely national approaches are rarely sustainable or cost-effective. Vaccine manufacturing requires scale, predictable demand, regulatory coordination, and long-term investment - conditions more readily achieved at a regional level.

RVM represents an evolution of the global vaccine system - one in which regions assume greater ownership of production and supply while remaining integrated within global markets. The Regionalized Vaccine Manufacturing Collaborative (RVMC) was established in 2022 by the Coalition for Epidemic Preparedness Innovations (CEPI), the U.S. National Academy of Medicine, and the World Economic Forum (together, the Founding Parties) to support this transition, securing all regions' access to the vaccines they need.

As momentum towards RVM grew, 3 core challenges emerged. First, there was no shared vision of what success looks like or the actions needed to achieve it. Second, initiatives risked fragmentation without sustained coordination and alignment. Third, uneven data and reference points weakened sound decision-making and investment, leaving persistent gaps in the conditions needed for long-term sustainability. In 2024, following the launch of the [RVMC Framework](#), the RVMC Secretariat was established by the Founding Parties to respond to these challenges and is hosted and funded by CEPI.

## KEY ACHIEVEMENTS TO DATE

During this period, the Secretariat has moved from set-up to full implementation and has established itself as an independent, collaborative initiative with an initial focus on 3 regions - Africa, Latin America and the Caribbean (LAC), and Southeast Asia (defined as member states of the Association of Southeast Asian Nations - ASEAN).



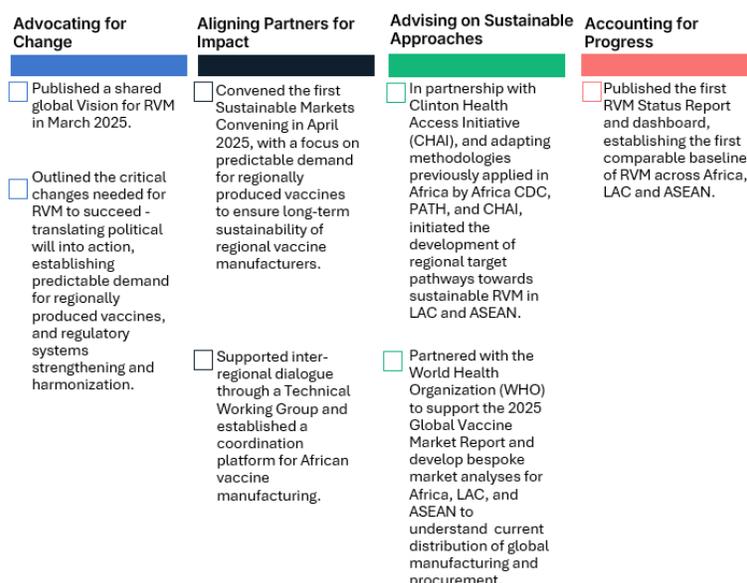
Picture 1 RVMC Vision Document

By publishing the [RVMC Vision](#) in April 2025, it has clarified what success looks like and kept attention on the most urgent priorities – translating political will into action, enabling predictable demand for regionally produced vaccines, and strengthening and harmonizing regional regulatory systems. It has also reduced fragmentation by bringing regions and partners together around common priorities – such as through its Sustainable Markets Convening in April 2025 which focused on predictable demand - and sustaining follow-through, including through

maintaining inter-regional and regional platforms for collaboration. In parallel, the Secretariat has strengthened the evidence base and accountability for RVM by improving the comparability of market and capacity insights, developing target pathways for LAC and ASEAN, and providing support to the World Health Organization’s (WHO) Global Vaccine Market Report. The Secretariat also published the [First Status Report – Towards Regionalised Vaccine Manufacturing](#) in November 2025 to provide a shared baseline across Africa, LAC, and ASEAN, sharpen focus on persistent constraints, and inform ongoing prioritisation of resources.

The following figure provides a non-exhaustive summary of the Secretariat’s key achievements

**Figure 1 – Key Achievements (2024-2025)**



## LESSONS LEARNED

Several lessons have emerged from the first 2 years of implementation.

- 1.** Political commitment alone is insufficient. The Secretariat should help partners translate commitment into concrete policy, institutional, and budgetary decisions.
- 2.** Alignment across regions and partners requires sustained effort. The Secretariat should strengthen coordination across regions and partners and continue to act as an inter-regional connector, clarifying shared priorities and challenges, and supporting links to the global system.
- 3.** Credible evidence underpins sound decision-making. The Secretariat should continue to build a high-quality, comparable evidence base and provide practical support to countries and industry in using it to inform choices.
- 4.** The Secretariat plays a catalytic role. The Secretariat should remain focused on targeted interventions to accelerate partner action as regions shift to implementation.

## PRIORITIES FOR THE NEXT 2 YEARS

Informed by these lessons, the Secretariat has defined several priority areas for the next 2 years:

- Targeted policy engagement and political leadership support to translate commitments into implementable policies, institutional arrangements, and budgetary decisions.
- Action-oriented partner alignment through sustained coordination platforms and convenings that drive follow-through, reduce duplication, and support shared regional priorities.
- Evidence and advisory support that strengthens decision-making on sustainable manufacturing pathways and reduces risks to long-term viability.
- Sustained progress tracking through continued development of its dashboard, improved data coverage and quality, and publication of a second Status Report to assess change over time.

Collectively, these priorities intend to contribute to a more coherent ecosystem - where RVM supports both routine immunisation and outbreak response, is linked to procurement and broader policy frameworks, and is underpinned by investments aligned with market dynamics to improve affordability and competitiveness. Over time, this should support the following ecosystem outcomes:

- **Expanded and diversified regional manufacturing capacity**, aligned with regional health priorities, and with a growing share of regional demand met by regional vaccine manufacturers across routine and emergency needs.
- **Predictable demand for regionally produced vaccines** that creates viable markets and reduces investment risk, enabled by domestic financing and regional procurement mechanisms
- **Increased, diversified, and better-coordinated investment** into regional manufacturing initiatives, aligned with market realities and preparedness requirements.
- **More strategic technology transfer and platform diversification decisions** that reflect market realities and support long-term sustainability.
- **Stronger, faster, and more harmonised regulatory systems**, including reliance and harmonisation pathways, that shorten approval timelines and enable access to regional markets.
- **Stronger political and institutional commitment aligned with regional strategies**, reflected in enabling legislation and policy frameworks that institutionalise and sustain support for RVM.

These outcomes reflect system-level change delivered through the combined efforts of governments, regional institutions, funders, industry, and other partners, including the Secretariat. The Secretariat's [Theory of Change](#) sets out how its outputs are expected to contribute to this progress. Its performance will be assessed against revised Key Performance Indicators (KPIs) focused on delivery of those outputs. In parallel, the [RVM Status Report](#) - through the Ecosystem Indicators (ESIs) - tracks broader ecosystem progress across Africa, ASEAN, and LAC and will provide a basis for assessing, over time, the Secretariat's contribution to shifts in those indicators.

## INITIAL CONSIDERATIONS FOR THE FUTURE OF RVMC

The Secretariat is now fully operational and recognised as a trusted partner. However, advancing RVM is a long-term endeavour. The structural constraints that prompted RVMC's creation remain and are likely to require sustained effort beyond this phase, even with the no-cost extension granted by the Founding Parties that extends the Secretariat's activities through to the end of 2027.

At the same time, shifts in the global health environment are increasing the importance of regional solutions, reinforcing the need for sustained alignment, stronger evidence, and continued progress tracking. This suggests the Secretariat's role may become more, rather than less, critical. However, any decision on a future phase of RVMC will be based on demonstrated progress, ongoing need, and clear added value. Nonetheless, the Secretariat's objective remains unchanged - to accelerate progress toward resilient and equitable regional vaccine manufacturing networks.

# INTRODUCTION

The stark disparities in vaccine access during the COVID-19 pandemic triggered a fundamental reassessment of how and where vaccines are manufactured. Countries have understandably sought greater control over vaccine production to strengthen health security. Experience, however, has shown that national self-sufficiency alone is rarely enough. Coordinating efforts at the regional level makes sustainable vaccine manufacturing more achievable, enabling the scale, investment, and technical capacity required while also being more cost-effective than approaches limited to national-level investments and benefits.<sup>1</sup> Political commitment alone is insufficient.

With equity and health security at its core, regionalised vaccine manufacturing (RVM) represents a structural shift of the global vaccine system - one in which there is greater ownership within regions of vaccine production and supply, while remaining integrated with global markets.

The Regionalized Vaccine Manufacturing Collaborative (RVMC) was established in 2022 to support and accelerate this transition, founded by the Coalition for Epidemic Preparedness Innovations (CEPI), the US National Academy of Medicine (US NAM), and the World Economic Forum (WEF) – together the ‘Founding Parties’.

During its first phase, RVMC was incubated at WEF, in partnership with Deloitte, and co-chaired by US NAM and CEPI. This phase focused on building a robust community of partners, fostering global and regional collaboration, and developing the [RVMC Framework](#), which outlines 8 essential building blocks for a sustainable and resilient regional vaccine manufacturing ecosystem.

In January 2024, the Founding Parties announced the continuation of RVMC, supported by key global and regional partners, including the Pan American Health Organization (PAHO) and the Africa Centres for Disease Control and Prevention. This marked the start of RVMC 2.0, for which CEPI now hosts the RVMC Secretariat and has committed USD 15 million to support its work.

In July 2024, the Secretariat published its 3-year [Strategy](#) for RVMC 2.0, which clarifies how it will fulfil its role across three priority regions – Africa, Latin America and the Caribbean (LAC), and Southeast Asia. The Strategy is structured around the 4 core functions of the Secretariat: advocating for RVM, aligning and convening partners, providing independent and trusted advice, and accounting for global and regional progress against the RVMC Framework.

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<sup>1</sup> Mutasa et al. (2023). *ASEAN Regional Vaccine Manufacturing and Development Regional Synthesis Report*. [online] The World Bank. Available at: <https://documents1.worldbank.org/curated/en/099061623000077536/pdf/P17809200be5e702109e24081db4b2ea1c9.pdf>.

The Strategy also committed the Secretariat to reviewing its progress in 2026. This mid-term review fulfils that commitment. It provides members of the Collaborative - including the [Executive Committee and the Strategic Advisory Board](#) - with a clear assessment of the Secretariat's progress against the Strategy, with particular focus on the deliverables committed for completion within the first 12 months following its release. This report also examines lessons learned and sets out the Secretariat's priorities for the remainder of RVMC 2.0 through to the end of 2027, following the no-cost extension granted by the Founding Parties. These priorities are accompanied by a set of key performance indicators (KPIs), intended outcomes, and anticipated impact, which also provide the basis for a second report planned for 2027.

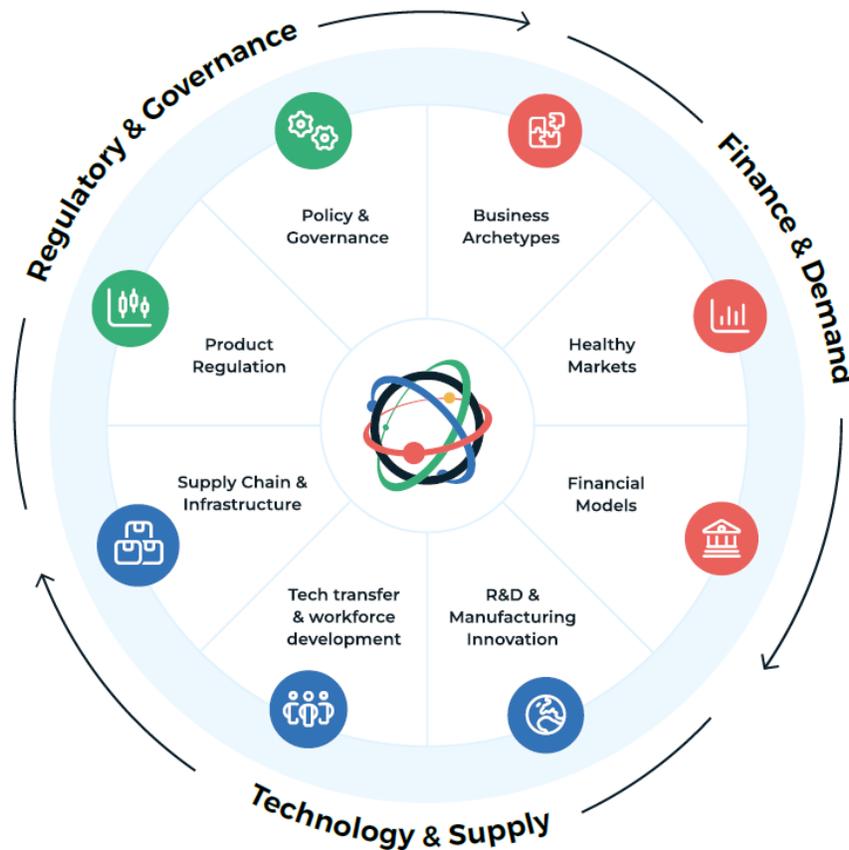


*Picture 2 Dr Frederik Kristensen presenting at the 2nd Vaccine and other Health Products Manufacturing Forum, Cairo February 2025*

# MID TERM REVIEW

The Secretariat's Strategy identified 3 core challenges constraining progress across the 8 pillars of the RVMC Framework, which are the essential building blocks of a sustainable regional manufacturing ecosystem.

Figure 2 – RVMC Framework



First, while there is broad agreement on the importance of RVM, the Secretariat identified that there was no consensus on the vision for RVM, what a successful end state would look like in practice, or the actions required to achieve it. At the global level, this was complicated by differing national, regional and organisational interests, and at the regional level, it was exacerbated by competing country interests.

Second, insufficient coordination of initiatives was recognized as leading to fragmentation within and across regions and the global system. Initiatives varied widely in scope and maturity, and coordination was constrained by varying institutional contexts.

Third, key components required for sustainability were not consistently in place. While significant effort had been put into building new capacity, these initiatives were not yet consistently attracting the resources needed to sustain them. Demand pooling and long-term funding commitments for regionally produced vaccines remained uncertain, and access to critical resources and technologies remained concentrated among a small number of countries and companies.

In response to these challenges, the Secretariat defined its approach, deliberately structured around 4 mutually reinforcing roles: Advocate, Align, Advise, and Account.

1. **Advocating for Change:** To make the case for RVM, setting out the global vision for the regionalisation agenda and helping others to define and implement their regional approach.
2. **Aligning Partners for Impact:** To facilitate discussions within and between regions and stakeholders, and work to align their projects to common objectives and regional priorities.
3. **Advising on Sustainable Approaches:** To provide independent, trusted advice to stakeholders and expand the current evidence base for current global and regional capacity, capabilities, and coverage.
4. **Accounting for Progress:** As the author of the Framework for RVM, to observe and report on progress across the 8 pillars.

Taken together, these roles reflect the Secretariat's operating principles - its collaborative and independent role, and its focus on enabling others' actions rather than direct implementation. This structure also reflects RVMC's nature as a time-bound initiative, with each role designed to address constraints that, once sufficiently resolved, reduces the need for continued Secretariat involvement. The strategy also clarified RVMC as a time-bound initiative: Once constraints were sufficiently resolved, activities would be carried forward by designated ecosystem partners.

The sections that follow assess how the Secretariat has applied this approach in practice and the extent to which it has delivered against the Year 1 objectives outlined in its Strategy.

## ADVOCATING FOR CHANGE

Our Role: To make the case for RVM, setting out the global vision for the regionalisation agenda and helping others to define and implement their regional approach.

Our Long Term Goal: For the regionalisation agenda to remain a priority for global and regional leaders, and for the different parts of the agenda to be owned by a coalition of organisations.

Year 1 Deliverable	Status	Impact
Published our global vision document	Delivered	The Secretariat has created a clearer, shared view of what success looks like through the RVMC Vision, brought partners closer together around common priorities, and kept attention on the conditions urgently needed for sustainability - political action, predictable demand, and stronger regulatory alignment. As a result, conversations have increasingly shifted from high-level commitment to the steps required for effective implementation.
Secured RVM as an issue on the G20 and regional political agendas for 2025	Partially delivered	
Delivered three significant advocacy and thought leadership interventions	Delivered	
Support packages to two regions in place	Delivered	

The RVMC Framework outlines the necessary components of a sustainable regional vaccine manufacturing network. However, recognizing the absence of a shared understanding of what RVM looks like in practice, and which actions need to be prioritized to achieve it, the Secretariat committed to developing a clear, global vision for RVM to serve as a common reference point for partners across the ecosystem.

Informed by consultations with 20 partner organisations, the Vision defines what effective RVM entails and identifies three urgent priorities to make it a reality: translating political will into action, enabling predictable demand for regionally produced vaccines, and strengthening and harmonising regulatory systems. Together, these priorities provide a practical starting point for coordinated action among actors and serve as the foundation for building and scaling sustainable RVM.

The Vision was first introduced through a commentary in [The Lancet](#) in January 2025 and subsequently expanded in a comprehensive [publication](#) released at our first Sustainable Markets Convening in April 2025. These publications established the Secretariat's independent voice on RVM and have since informed advocacy, convening, and engagement efforts across 37 forums, including the World Local Production Forum (WLPF), the World Health Summit, and the DCVMN Annual General Meeting, helping anchor discussion around a shared set of priorities.

# THE LANCET

Volume 405, Number 10475, Pages 272-321, January 26-31, 2025 www.thelancet.com

**"If political leaders do not tackle the most urgent priorities for regionalised vaccine manufacturing soon, political and financial challenges may leave regions and the world even worse off in a new disease outbreak."**

See Comment page 283

Editorial	Articles	Articles	Articles	Review
Will there be a new disease? 14 January 2025	Stopping of administrative or judicial litigation, or other associated events 14 January 2025	Impact of SARS-CoV-2 upon antibody positivity on risk in vaccine engagement procedures 14 January 2025	Context: CT engaging other global management of patients with stable heart failure 14 January 2025	Rebalancing social care, medicines, management, and future directions 14 January 2025

Picture 3 RVMC Lancet Article January 2025

At the global level, the Secretariat's advocacy efforts focused on ensuring that political attention translated into more actionable commitments and stronger accountability. While political commitment to local and regional production of health products - including vaccines - was already well established, the Secretariat used global platforms to emphasize that sustainability must sit at the centre of RVM efforts. For example, under Brazil's 2024 G20 Presidency, the Secretariat participated in the 4th Health Working Group, underscoring that regional manufacturing initiatives should be grounded in clear routine use cases, as sustained demand is essential for long-term viability.

This engagement laid the groundwork for 2025, when, under South Africa's G20 Presidency, regional and local production continued to feature

prominently in the PPPR agenda under the Health Track. Within this context, the Secretariat's interventions focused on strengthening mechanisms for regular, credible, and comparable tracking of progress towards regional and local production of medical countermeasures. Such tracking is central to addressing fragmentation and sustaining follow-through as it provides clarity on where progress is being made, where gaps persist, and where course correction is required. In support of this objective, the Secretariat co-hosted a technical session with South Africa's Department of Health in June 2025 alongside the 4th Health Working Group meeting and engaged the Presidency, member states, and partners to propose language in the G20 Leaders' Declaration affirming the importance of regional and local vaccine production and calling for mechanisms to track progress. Language on tracking progress was not ultimately reflected in the [Leaders' Declaration](#), as the 2025 G20 context also limited the scope for more detailed health outcomes, with no Health Communiqué issued, and PPPR deliberations primarily centred on the WHO Pandemic Agreement. Nonetheless, sustained engagement across both the 2024 and 2025 G20 processes strengthened the Secretariat's visibility and credibility as a trusted, independent voice on RVM, as evidenced by its recognition as an international organization in both processes.

At the regional level, the Vision similarly informed the Secretariat's advocacy efforts, with regional engagements accounting for approximately 50% of the events in which the Secretariat participated. For example, in February 2025, the Secretariat co-convened the [second Vaccines and Other Health Products Manufacturing Forum for African Union Member States](#), in partnership with Africa CDC and Gavi, and hosted by the Unified Procurement Authority of Egypt. The Forum brought together representatives from 12 African Member States, as well as from national regulatory authorities, regional economic communities, and continental bodies. It also included participation from African manufacturers, development finance institutions, philanthropies, and civil society organisations. The Secretariat's engagement focused on encouraging the translation of political commitment into concrete

action through regional collaboration, particularly around predictable demand, such as through the African Pooled Procurement Mechanism, and harmonised regulatory frameworks through the African Medicines Agency. Similar priorities were reinforced through the Secretariat's participation in the ASEAN Vaccine Security and Self-Reliance (AVSSR) meeting in August 2025, during which progress towards the AVSSR Strategic and Action Plan (2021-2025) was considered to set the direction for the initiative's next phase beyond 2025.

Recognising that advocacy alone is insufficient to deliver sustainable RVM, the Secretariat also committed to translating its Vision into action through tailored regional work packages. In 2025, the Secretariat identified priority workstreams spanning its 4 roles - advocating, aligning, advising, and accounting - in close partnership with Africa CDC, PAHO, and Thailand's National Vaccine Institute (Thai NVI), which serves as the focal point for AVSSR. All three partners are represented on RVMC's Executive Committee. The remainder of the mid-term review provides a more detailed account of the activities delivered in each region.



*Picture 4 Representatives from the Government of Egypt, Africa CDC, GAVI and RVMC at the 2<sup>nd</sup> Vaccines and Other Health Products Manufacturing Forum*

## ALIGNING PARTNERS FOR IMPACT

Our Role: To facilitate discussions within and between regions and stakeholders, and work to align their projects to common objectives and regional priorities.

Our Long Term Goal: For regional priorities to be clear in each region and aligned between regions through ongoing liaison, and sustainable market and supply chain convenings to be embedded in the regional and global level annual calendars.

Year 1 Deliverable	Status	Impact
Built the foundations for a first sustainable markets global gathering	Delivered	The Secretariat has helped shift the ecosystem from fragmented efforts toward more coordinated action by aligning regions and partners around shared priorities - especially predictable demand for regionally produced vaccines - and sustaining follow-through through ongoing technical dialogue. It has also catalysed concrete next steps, including the ASEAN working group on pooled procurement options, while strengthening regional coordination platforms and evidence to support better decision-making.
Worked with partners to understand their preferences for an inter-regional supply chain convening mechanism	Partially Delivered	
Mapped funders' interests	To be delivered in 2026	

Leveraging its unique role in facilitating inter-regional connections, the Secretariat focused on reducing fragmentation by creating platforms where regions and partners could align on priorities, compare approaches, and agree on next steps. In particular, the Secretariat sought to lay the groundwork for a first global gathering focused on sustainable vaccine markets. The objective was to provide an independent convening platform, working with partners to identify where constructive dialogue, alignment, and shared problem-solving were most urgently needed.

To shape the focus of this convening, the Secretariat worked closely with Africa CDC, PAHO, and Thai NVI, with discussions consistently highlighting predictable demand for regionally produced vaccines as the most pressing shared challenge. Regions expressed strong interest in learning from one another, comparing approaches, identifying practical next steps, and balancing global, regional, and national priorities. This reflected recent strategic partnerships, including the Memorandum of Understanding between Africa CDC and PAHO, supported by the Secretariat, as well as PAHO's parallel collaboration with the WHO Regional Office for the Eastern Mediterranean to establish pooled procurement mechanisms utilising lessons learned from PAHO's Revolving Fund.

Based on this input, the Secretariat hosted its first Sustainable Markets Convening on predictable demand in April 2025 alongside the World Local Production Forum (WLPF) in Abu Dhabi. The convening brought together 66 participants and 22 speakers from governments, regional institutions, manufacturers, financiers, and technical partners, helping consolidate disparate discussions into a shared problem statement and action agenda.

Participants underscored that fragmented and uncertain demand signals continue to weaken manufacturer and investor confidence and called for clearer policy and financing commitments to purchase regionally produced vaccines, stronger regional coordination around vaccine procurement, and better alignment between regional ambitions and global mechanisms.

The Secretariat published the convening's [findings and recommendations](#) and sustained follow-through through an informal, ad hoc working group, which has met 3 times since the convening. This has helped maintain inter-regional connections, including by supporting Africa CDC, PAHO, and Thai NVI participation in meetings across regions, and contributed to the creation of a technical working group to assess pooled procurement options in ASEAN, led by Thai NVI and the Behavioural and Implementation Sciences Interventions unit at the National University of Singapore.



*Picture 5 RVMC Sustainable Markets Convening April 2025*

Beyond predictable demand, the Secretariat also supported partner alignment within regions towards their respective RVM goals. For example, the Secretariat established a light-touch coordination platform<sup>2</sup> with Africa CDC to better align partners supporting African vaccine manufacturing, with a particular focus on addressing challenges faced by manufacturers most likely to be the first to benefit from Gavi's African Vaccine Manufacturing Accelerator (AVMA).

In Southeast Asia, the Secretariat facilitated collaboration between Thai NVI and the World Intellectual Property Organization (WIPO) to support three regional training on intellectual property (IP) and technology transfer. Each session reached approximately 200 participants and helped foster a more common understanding of IP, freedom to operate, and licensing considerations, helping create shared technical foundations across stakeholders. Furthermore, the Secretariat facilitated discussions with Thai NVI, the World Bank, International Finance Corporation (IFC), and CEPI on a structured support package aligned with objectives for a second phase of AVSSR.

In LAC, the Secretariat was invited by the United States Agency for International Development (USAID) to collaborate on an exercise to consolidate existing regional mapping work. The Secretariat invited PAHO also to collaborate, and in October 2024, the three organizations co-hosted a workshop titled [“Regional Vaccine Manufacturing: Mapping of Mappings in the Latin](#)

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<sup>2</sup> Members: WHO, Gavi, UNICEF, CHAI, Gates Foundation, AVMI, co-hosted by Africa CDC and RVMC

[America and Caribbean Region.”](#) The workshop brought together stakeholders to review and compare findings from existing mapping and landscape analyses, identify knowledge and data gaps, and explore opportunities for coordinated action. Participants underscored the importance of strengthening the regional evidence base to better identify priority gaps and opportunities for innovation and production. The discussions have informed Fiocruz’s subsequent efforts to conduct a regional RVM analysis commissioned by PAHO.



*Picture 6 RVMC co hosts the Mapping of Mappings Workshop in the LAC region*

While supply chain is a pillar of the RVMC Framework, the Secretariat did not prioritise it as the focus of the Sustainable Markets Convening, despite initial intentions. This reflected region-led priorities that identified demand as a more urgent bottleneck. Nonetheless, the Secretariat continued to engage on supply chain issues through targeted regional dialogues. For example, in collaboration with PAHO and the Colombian Ministry of Health, the Secretariat co-hosted a [Regional Dialogue on Strengthening the Vaccine Value Chain in Latin America and the Caribbean](#). This event brought together regional and international stakeholders to identify challenges, develop recommendations, and explore opportunities to strengthen and integrate regional vaccine value chains in LAC.

Finally, the Secretariat’s Strategy committed to mapping funders’ interests and to providing a platform to align funding streams better and reduce duplication. This activity has been deferred to 2026, as it will be delivered as part of a broader collaboration with the Clinton Health Access Initiative (CHAI). The partnership began in 2025 and includes mapping the financing landscape in Latin America and ASEAN, building on existing analysis for Africa. The following section provides a more detailed description of the partnership with CHAI.

## ADVISING ON SUSTAINABLE APPROACHES

Our Role: To provide independent, trusted advice to stakeholders and expand the current evidence base for current global and regional capacity, capabilities, and coverage.

Our Long Term Goal: For regions to have measurably and sustainably increased production capacity, capability and supply chain resilience, and for locally manufactured vaccine to account for a significant percentage of total procurement in the region.

Year 1 Deliverable	Status	Impact
Launched an initial market capacity analysis alongside our global vision	To be delivered in 2026	The Secretariat has strengthened the evidence base for RVM by improving the consistency and comparability of data on regional manufacturing capacity and vaccine market dynamics, through the development of target pathways for LAC and ASEAN, and support to WHO's Global Vaccine Market Report. It has also deepened understanding of viable business models through manufacturer engagement, informing its advisory support going forward.
Completed financial mapping on viable business models	Delivered	

The Secretariat has sought to address a persistent constraint on progress towards RVM - uneven and non-comparable data and reference points, which limit effective prioritisation and assessment of conditions for sustainability. It therefore focused on consolidating existing analyses and generating additional insights to build a more comprehensive picture of regional vaccine manufacturing capacity and market dynamics.

In partnership with CHAI, the Secretariat initiated the development of regional target pathways for sustainable RVM in LAC and ASEAN. This work adapts methodologies previously applied in Africa by Africa CDC, CHAI, and PATH, but in a streamlined form, resulting in a lighter-touch analysis suited to the regional context. The target pathways set out region-specific trajectories grounded in public health priorities, including guidance on priority antigens and indicative drug-substance and drug-product capacity volumes to inform fit-for-purpose manufacturing footprints. In parallel, the Secretariat partnered with WHO to support the Global Vaccine Market Report and strengthen market assessments across WHO regions and RVMC's regional definitions of Africa, LAC, and ASEAN.



Picture 7 ASEAN Vaccine Security and Self-Reliance Meeting

Building on the target pathways, CHAI is developing market-shaping recommendations for LAC and ASEAN to address supply- and demand-side risks that constrain vaccine access and progress toward RVM. This includes assessing manufacturing projects against the target

pathways, alongside demand-side considerations, conducting a financing gap assessment, and expanding CHAI's technology transfer tracker to these regions. Building on analysis already completed for Africa, this work strengthens cross-regional comparability to identify common bottlenecks and priority actions. It is scheduled for completion by March 2026, with analysis and recommendations due by the end of Q2 2026.

Through this analytical effort, the Secretariat has also developed a more nuanced understanding of viable and sustainable business models for RVM. Engagement with manufacturers during the target pathway work has generated practical insights into operating realities and sustainability constraints, which will inform the Secretariat's recommendations and evolving advisory support as its evidence base and service offer mature.



*Picture 8 Speakers at the RVMC Sustainable Markets Convening, April 2025*

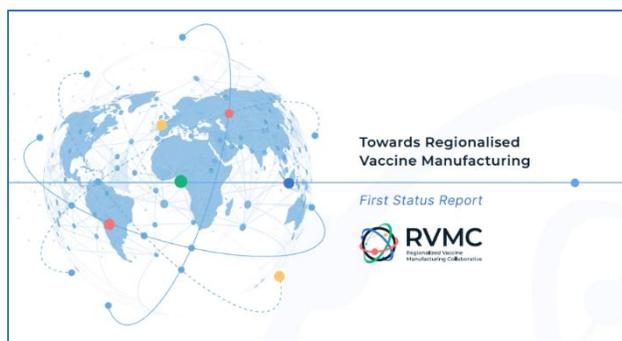
## ACCOUNTING FOR PROGRESS

Our Role: As the author of the Framework for RVM, to observe and report on progress across the 8 areas.

Our Long-Term Goal: Ongoing analysis and reporting of the global and regional vaccine ecosystem drives the prioritisation of resources to most needed areas.

Year 1 Deliverable	Status	Impact
Agree metrics and methodology for monitoring and reporting with partners	Delivered	The Secretariat has strengthened accountability for RVM by establishing a shared approach to measuring progress across Africa, LAC, and ASEAN through developing the first RVM Status Report with a public dashboard. This has provided the first comparable baseline, helping partners align priorities and focus attention on persistent constraints, while also surfacing key data gaps that will need to be addressed to improve tracking over time.
Published our first (baseline) report	Delivered	
Developed a publicly accessible dashboard for reporting	Delivered	

In the absence of a shared baseline to track progress, a key challenge has been for partners to align on common priorities, assess whether the elements required for RVM are improving across the 3 regions, and prioritize resources accordingly. In response, the Secretariat commissioned MMGH Consulting to develop Ecosystem Indicators (ESIs), grounded in the RVMC Framework. These were refined through consultation with a Stakeholder Working Group,



Picture 9 RVMC First Status Report

comprising 12 members, which met 3 times between July and October 2025. Publicly available data were used to populate the indicators, supported by quality assurance and expert review.

Building on this work, the Secretariat published its [RVM Status Report – Towards Regionalised Vaccine Manufacturing](#) - including a publicly accessible dashboard that provides the first comparable baseline assessment of RVM across Africa, Latin America and the Caribbean (LAC), and ASEAN. The report was launched alongside the G20 Health Ministers’ Meeting in November 2025, following two stakeholder briefings with 25 partner organisations, and was accompanied by a [methodology document](#) setting out definitions, data sources, and assumptions.

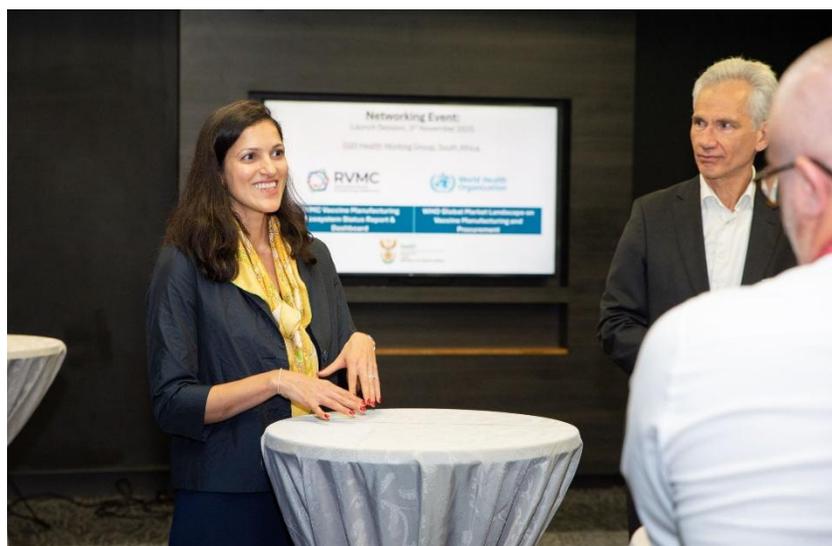
The findings confirm that RVM remains at an early stage. Across the 3 regions, only 3 manufacturers produce 5 or more vaccines at scale - one in ASEAN and two in LAC - and Africa does not yet have comparable capacity. Persistent constraints remain, which require sustained regional coordination and political commitment. First, predictable demand remains limited. Regional manufacturers currently supply only 29% of demand in ASEAN, 25% in LAC, and 1% in Africa. Second, regulatory systems require strengthening and greater harmonisation to reduce duplication and accelerate approvals. While 19 of 97 countries have achieved at least WHO Maturity Level 3 or PAHO Reference Authority status, regional alignment remains limited. Third, further investment is required in newer vaccine platforms and clinical development capacity. While LAC leads in platform coverage, newer and more flexible technologies remain underrepresented across all regions.



*Picture 10 Dr Frederik Kristensen, Managing Director of RVMC, speaking at the G20 Health Working Group, South Africa June 2025*

The process also highlighted significant data limitations: around one-third of indicators could not be reported due to limited availability or poor quality, including on supply interruptions, workforce development, and enabling legislation.

Improving data access and quality by working with data-holding organisations and strengthening data systems will be a priority for the Secretariat to ensure future reports and dashboards become increasingly practical and trusted tools for tracking progress.



*Picture 11 The Launch of RVMC's First Status Report at the G20 Health Working Group, together with the WHO Market Landscape launch, November, November 2025,*

## REFLECTIONS AND LESSONS LEARNED

The period between 2024 and 2025 marked a transition from foundation-building to demonstrable delivery. The Secretariat has helped turn RVM from a broad aspiration into a clearer, more actionable agenda. Publication of the RVMC Vision in April 2025 clarified what success looks like in practice and focused attention on the most urgent priorities - translating political will into action, ensuring predictable demand for regionally produced vaccines, and strengthening and harmonising regulatory systems. It has also reduced fragmentation by bringing regions and partners closer together around shared priorities - most notably through the Sustainable Markets Convening on predictable demand - and by sustaining follow-through through inter-regional and regional platforms for collaboration. In parallel, the Secretariat has strengthened the evidence base by developing target pathways for LAC and ASEAN and supporting the WHO's Global Vaccine Market Report. It has also strengthened accountability by publishing the RVM Status Report with a public dashboard to provide a shared baseline, sharpen focus on persistent constraints, and inform resource prioritisation.

A defining feature of this period has been the Secretariat's transition from set-up to implementation. A small, agile team has been established alongside clear operating principles and a coherent value proposition. The Secretariat has positioned itself as a collaborative, time-bound initiative that works through partnership. By clarifying its role - supporting regional priorities, complementing existing efforts, protecting its independence, and focusing on catalytic interventions - the Secretariat has remained focused on where it can make the greatest difference within a complex ecosystem.

Several lessons have emerged from the first 2 years of delivery. First, sustaining political attention is not sufficient - the Secretariat's focus must be on enabling partners to translate commitment into concrete policy, institutional, and budgetary decisions. Second, coordination remains complex, but essential, particularly where regional priorities are still evolving. The Secretariat's role as an inter-regional connector - linking regions moving at different speeds and supporting clearer articulation of shared priorities - has also become an increasingly important contribution. Third, credible and comparable evidence underpins sound decision-making. Governments and manufacturers face difficult choices on platforms, portfolios, and business models, and there is growing demand for support in applying evidence to inform these decisions.

Based on these lessons, the Secretariat has revised its long-term goals to more clearly reflect where it can add value and the conditions under which its role should no longer be required. The focus for the next 2 years will be on translating foundational work into more targeted

advocacy for political action, deeper intra- and inter-regional alignment, and practical advisory support to countries and companies, while strengthening accountability for progress across regions and globally.

Table 1 – Revisions to the Secretariat's Long-Term Goals

<b>Secretariat's Role</b>	<b>Old Goal (as per 2024-2027 Strategy)</b>	<b>New Goal</b>	<b>Rationale</b>
<b>Advocating for Change</b>	For the regionalisation agenda to remain a priority for global and regional leaders, and for the different parts of the agenda to be owned by a coalition of organisations.	Regionalised vaccine manufacturing remains a sustained priority for national, regional, and global decision-makers, with political commitments translated into concrete policies, institutions, and budgetary decisions that advance regional goals.	Our Vision argues that prioritisation of RVM alone is insufficient. Our new goal reflects the need to move beyond agenda-setting toward the conversion of political commitment into action.
<b>Aligning Partners for Impact</b>	For regional priorities to be clear in each region and aligned between regions through ongoing liaison, and key priority convenings to be embedded in the regional and global level annual calendars.	Regional RVM priorities are clearly defined, and national, regional, and global partners are aligned around them and act in a coordinated, complementary manner.	Regular convenings are necessary but not sufficient; impact depends on partners at all levels acting in a complementary way around a shared understanding of regional priorities.
<b>Advising on Sustainable Approaches</b>	For regions to have sustainable production capacity, capability, and supply chain resilience, addressing regional needs.	Decisions on regional vaccine manufacturing pathways are grounded in strong, credible evidence, resulting in sustainable vaccine production across regional ecosystems that address regional needs.	This change reflects a shift toward strengthening the evidence base underpinning decision-making on RVM and using it to provide tailored support to manufacturing initiatives. It also reflects a reduced focus on supply chain issues, in line with our priorities and available resources.
<b>Accounting for Progress</b>	Continued robust analysis and reporting of the global and regional vaccine ecosystem is available for partners, driving the prioritisation of resources and governance dialogue in the most needed areas.	No change	No change

# MEASURING PROGRESS FOR THE REMAINDER OF RVMC 2.0

Building on the foundational work completed during its first 2 years, the Secretariat is now in a stronger position to define its catalytic activities and how it will measure and communicate its contribution towards RVM for the remainder of RVMC 2.0.

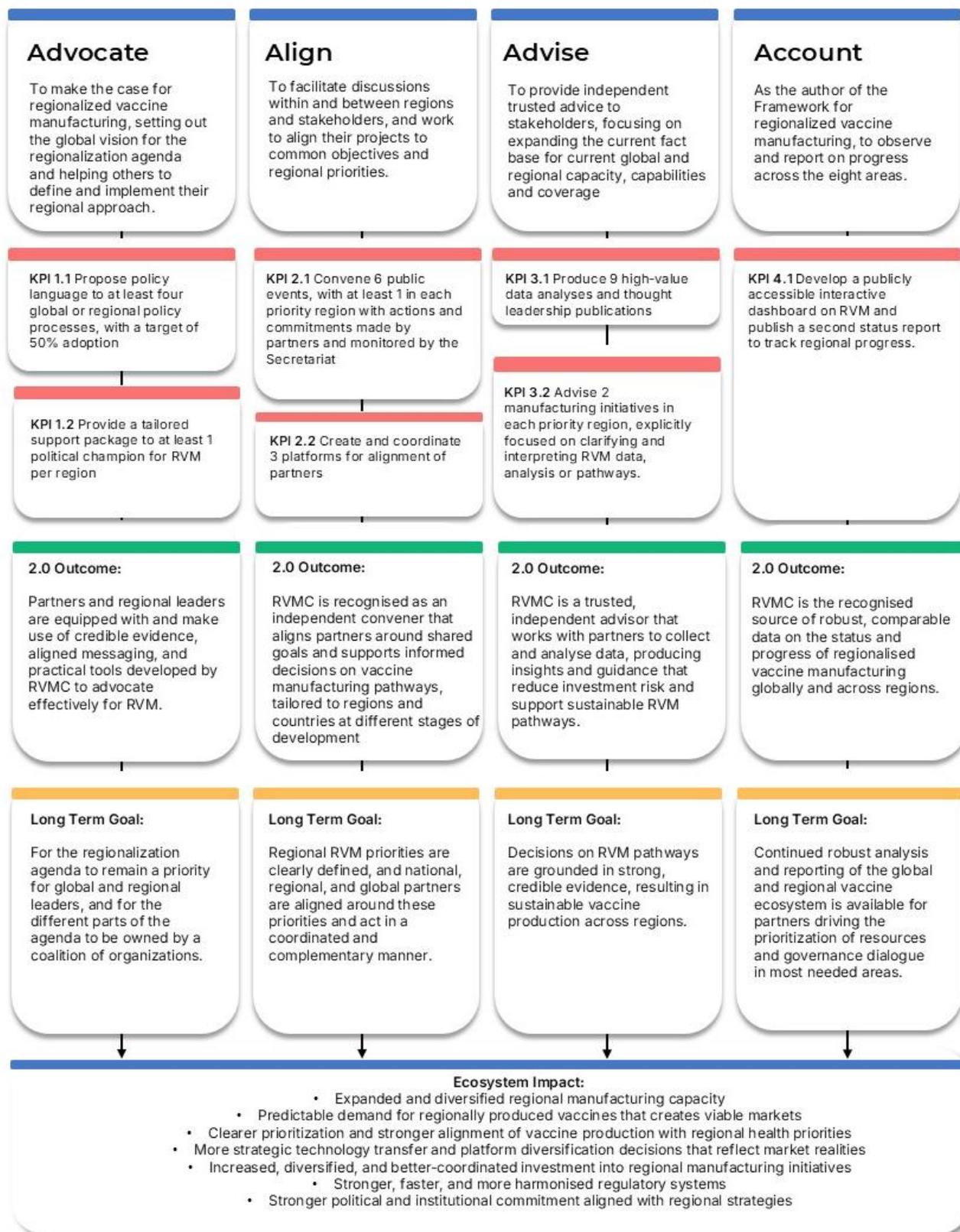
The Secretariat operates within a complex and interdependent ecosystem. Through a deliberate influence and delivery strategy spanning advocacy, alignment, and convening, evidence generation and advisory support, and progress tracking, the Secretariat is designed to shape decisions, strengthen coordination, and accelerate implementation by governments and partners. While progress towards RVM will ultimately depend on the combined actions of many actors and wider contextual factors, the Secretariat expects its work to make a meaningful and measurable contribution over time.

This context has informed the Secretariat's approach to measurement through to the end of 2027. The KPIs defined in this report focus on the direct outputs of Secretariat activities that can be delivered and tracked within its mandate, resources, and timeframe. In parallel, the ESIs in the [RVM Status Report](#) track impact - changes in the status and enabling conditions for RVM across regions, such as demand predictability, regulatory performance, investment dynamics, and manufacturing capabilities, which evolve over longer time horizons. These approaches are complementary. Reporting again in 2027 against the KPIs will assess the Secretariat's delivery, while revisiting the ESIs will provide a picture of progress across the ecosystem, reflecting the combined efforts of all actors.

The Secretariat's Theory of Change (see Figure 3) links these levels by setting out how Secretariat outputs are expected to contribute to outcomes and impact over time. By the end of 2027, the Secretariat aims to be able to point to emerging examples of where its outputs have influenced decisions and contributed to broader ecosystem-level change.

The sections that follow set out this logic in practice, showing how delivery against Secretariat KPIs is intended to support progress across the RVMC Framework and associated ESIs over time.

Figure 3 – From Approach to Impact: The RVMC Secretariat’s Theory of Change for RVMC 2.0.



## ADVOCATING FOR CHANGE

The Secretariat's long-term goal in advocating for change is to ensure that RVM remains a sustained priority for national, regional, and global decision-makers, and that political commitments are translated into concrete policies, institutions, and budgetary decisions that advance regional manufacturing goals.

The Secretariat advocates for change across the full RVMC Framework, recognising that progress across all pillars is required for RVM to become a self-sustaining reality by 2040. It does so by equipping partners with the evidence, messaging, and tools needed to influence policy choices and decision-making related to RVM. At the same time, the Secretariat prioritises its advocacy efforts on the most urgent constraints identified in the Vision - those that, if left unaddressed, would fundamentally undermine progress toward RVM. Consequently, the Secretariat expects its advocacy efforts to contribute to:

- Greater regional scale and diversification of manufacturing, reflected in a higher share of regional demand being met by fully functional regional manufacturers.
- More predictable and sustainable demand, supported by increased domestic financing and the use of regional procurement mechanisms.
- Increased and more diversified investment in regional manufacturing initiatives.
- Stronger and faster regulatory processes, including reliance and harmonisation pathways.
- Greater political action reflected in enabling legislation and policy frameworks that institutionalise support for RVM.

While progress ultimately depends on the actions of governments, regional bodies, funders, and other partners, the Secretariat's advocacy role is to enable and accelerate those actions, so that by the end of RVMC 2.0, RVM remains a sustained priority for national, regional, and global decision-makers, with political commitments translated into concrete policies, institutions, and budgetary decisions that advance regional goals. To achieve this, the Secretariat will prioritise two complementary areas of work:

**KPI 1.1.** Propose policy language to at least 4 global or regional policy processes, with a target of at least 50% adoption.

This includes engagement in forums such as the G7 and G20, the World Health Assembly and WHO Regional Committees, the African Union and ASEAN-led processes, and UN High-Level Meetings. Through targeted briefing materials, draft policy language, and negotiation support, the Secretariat helps ensure that RVM remains a visible and recurring priority on political agendas.

**KPI 1.2.** Provide a tailored support package to at least 1 political champion for RVM in each region.

This support includes tailored briefings, suggested key messaging, analytical inputs, and regular dialogue. By supporting champions who can advocate for RVM within their own political and institutional contexts, the Secretariat helps anchor RVM priorities within ongoing processes and sustain leadership beyond individual political moments.

## ALIGNING PARTNERS FOR IMPACT

To maximise the impact of existing resources - and help catalyse additional financing - partners need to converge around a common approach and focus on the highest-priority efforts. There is also growing demand for inter-regional exchange to share lessons and address common challenges more coherently.

In response, the Secretariat's goal is to ensure that regional RVM priorities are clearly defined and that partners at all levels act in a coordinated and complementary way. It supports this by facilitating dialogue within and between regions, creating platforms for collaboration, and sharing lessons across contexts. Current priority areas for alignment include strengthening predictable demand, advancing regulatory reliance and harmonisation pathways, and promoting technology platform diversification. Progress in these areas is expected to support:

- Greater regional scale and diversification of manufacturing, with clearer prioritisation of antigens and platforms and expanded regional supply.
- More predictable demand to support viable regional markets, reducing investment risk.
- Increased and better-coordinated investment flows into manufacturing initiatives.
- Stronger and more harmonised regulatory systems that shorten approval timelines.
- Political and institutional decision-making aligned with regional strategies.

The Secretariat recognises that, over time, alignment mechanisms should be established and led by partners themselves. Where such mechanisms already exist, the Secretariat seeks to support and strengthen them. Where gaps remain, the Secretariat seeks to be recognised by the end of 2027 as a trusted, independent convener of partners around shared goals, and to support informed decisions on vaccine manufacturing pathways. To achieve this, the Secretariat will:

**KPI 2.1.** Convene at least 6 public events, with at least 1 in each priority region, with actions and commitments made by partners and monitored by the Secretariat.

The Secretariat plans to host regional events in LAC and Southeast Asia to co-create and operationalise recommendations emerging from landscape analyses conducted with CHAI, and to convene a second Sustainable Markets Convening in 2027 to follow up on the 2025 convening and address common cross-regional challenges. These convenings are designed not only to facilitate dialogue but to move partners from dialogue to coordinated action, sustain momentum, and reinforce prioritisation of RVM.

**KPI 2.2.** RVMC will create and/or coordinate 3 partner-alignment platforms to support ongoing coordination and implementation across regions.

The Secretariat will continue to support a coordination platform for African vaccine manufacturing with Africa CDC, building on the experience of the light-touch mechanism piloted in 2025, enabling alignment around a regional roadmap, identifying key bottlenecks, and exploring solutions. It will also establish a Collaborative Support Mechanism to bring partners together around concrete manufacturing projects. These platforms aim to resolve

challenges more quickly, use resources more effectively, and reduce investment risk as partners move from alignment to implementation.



*Picture 12 RVMC together with Africa CDC's Shanelle Hall at the World Health Summit, Berlin October 2025*

## ADVISING ON SUSTAINABLE APPROACHES

While political ambition for RVM is strong, translating that ambition into sustainable manufacturing pathways remains challenging. Regions and countries are at different stages of development, with varying disease burdens, market sizes, regulatory maturity, and access to capital. As a result, decision-makers often face complex trade-offs around platform selection, portfolio focus, and business models, frequently with limited access to robust, comparable, and decision-relevant evidence. Without credible analysis to inform these choices, there is a risk that investments are misaligned with demand, insufficiently scaled, and unable to deliver long-term sustainability.

The Secretariat's long-term goal is to ensure that decisions on RVM pathways are informed by credible evidence, supporting sustainable production across regions. It advances this goal by strengthening and applying the existing evidence base to provide targeted advisory support to countries and companies. This approach is expected to support:

- Increased manufacturing breadth and depth and better alignment between production portfolios and regional health priorities.
- Greater regional scale and improved price competitiveness, as investments are aligned with realistic demand and market dynamics.
- Stronger and more diversified investment flows into manufacturing initiatives, with reduced risk.
- Easier and more streamlined regulatory pathways for manufacturers.
- More coherent technology transfer and platform diversification decisions aligned with long-term sustainability.
- Stronger complementarity of regional manufacturing pathways with procurement and policy frameworks.

By the end of 2027, the Secretariat aims to be recognised as a trusted, independent advisor that works with partners to collect and analyse data, producing insights and guidance that reduce investment risk and support sustainable RVM pathways. The Secretariat will focus on ensuring that its analytical and advisory work produces usable, decision-relevant insights, including to inform its advisory services to countries and companies. To achieve this, the Secretariat will prioritise two complementary areas of activity:

### **KPI 3.1.** Produce 9 high-value data analyses and thought-leadership publications

These include target pathway analyses, regional landscape assessments, market-shaping recommendations, case studies, white papers, journal articles, and policy briefs, which are expected to strengthen the shared evidence base and shape dialogue on sustainable RVM pathways.

### **KPI 3.2.** Provide tailored advisory support to two manufacturing initiatives in each priority region.

This includes analysing stakeholder landscapes, situating national plans within regional and global contexts, offering independent strategic advice, synthesising existing evidence, clarifying risks and trade-offs to inform decisions, and convening partners to provide coordinated support that helps manufacturers address technical, regulatory, and financial challenges while reducing investment risk.



*Picture 13 RVMC Executive Board member Dr. Victor Dzau and RVMC Director Dr. Michael Lusiola at the World Health Assembly, Geneva May 2025*

## ACCOUNTING FOR PROGRESS

Sustainable RVM depends not only on ambition and investment, but on the ability to measure progress, identify gaps, and adjust course over time. Consequently, the Secretariat's goal is robust analysis and reporting of the global and regional vaccine ecosystem, which drives the prioritisation of resources and governance dialogue toward the most needed areas.

As the author of the RVMC Framework, and as an independent initiative, the Secretariat is uniquely positioned to observe and report on progress towards RVM. This includes collecting and synthesising data across the eight areas of the Framework, strengthening data quality and availability for each of the ESIs with ecosystem actors, and ensuring that information is presented in a form that is comparable across regions and over time. This function provides visibility across finance and demand, regulatory and governance, and technology and supply, helping partners understand how different parts of the ecosystem are evolving together and across regions.

By the end of 2027, the Secretariat aims to be recognised as a trusted source of robust, comparable data on the status and trajectory of RVM globally and regionally, with reporting that partners actively use to inform decisions. To achieve this outcome, the Secretariat will focus on achieving the following by the end of 2027

**KPI 4.1.** Develop a publicly accessible interactive dashboard on RVM and publish a second status report to track regional progress.

The Secretariat will publish a second Status Report to track changes over time and assess progress against the ESIs. This report will build on the baseline established in the First Status Report. The Secretariat will also develop and maintain an interactive dashboard that presents ESI data in a transparent, user-friendly format. The dashboard will enable stakeholders to explore progress by region, theme, and indicator, and will be updated as new data becomes available.

In parallel, RVMC will work with partners to improve data quality and coverage, particularly in areas where information remains sparse, such as workforce capacity and supply-chain reliability. RVMC will also contribute to partner-led publications and monitoring efforts, reinforcing consistency and comparability across reporting initiatives.

Together, these actions ensure that accounting moves beyond reporting for its own sake. By strengthening transparency and comparability, the Secretariat's accounting function supports better investment decisions, stronger coordination, and sustained momentum toward a resilient and self-sustaining RVM ecosystem.

## LOOKING AHEAD

Over its first 2 years, the Secretariat has made substantial progress. It has articulated a Strategy and shared Vision for RVM, strengthened the global evidence base, established a baseline for tracking progress through its first Status Report, and enhanced coordination within and across regions. Together, these efforts have reinforced RVMC's credibility and positioned the Secretariat as a trusted partner across the ecosystem.

Through to the end of 2027, the Secretariat will focus on delivering the activities and outputs set out in this report, designed to support progress towards sustainable RVM. Progress at the ecosystem level will continue to be tracked through the Ecosystem Status Indicators (ESIs) and subsequent RVM Status Reports, providing an objective view of whether the combined impact of partners' actions is strengthening the components required for RVM across Africa, LAC, and ASEAN over time. Secretariat performance will be monitored through Secretariat-focused KPIs that track delivery of outputs within its mandate, resources, and timeframe, and provide the basis for assessing performance for the remainder of RVMC 2.0.

At the same time, the core implementation challenges that prompted the creation of RVMC and the Secretariat remain, underscoring the long-term nature of the RVM agenda and the likelihood that progress on some ecosystem indicators will extend beyond the current timeframe for RVMC 2.0. Shifts in the global health environment are also increasing the emphasis on regional solutions. In this context, the ability to sustain alignment across actors, strengthen evidence-based decision-making, and track progress towards shared regional objectives becomes increasingly central to whether RVM is deliverable and sustainable, suggesting RVMC and the Secretariat's roles may become more, rather than less, critical in the coming period.

Nonetheless, any decision on a future phase beyond 2027 will be based on demonstrated progress under RVMC 2.0, an assessment of ongoing ecosystem needs, and a clear articulation of the secretariat's added value. If a future phase is pursued, the Theory of Change and measurement approach may also need to evolve, with greater emphasis on outcome- and impact-level indicators appropriate to a more mature initiative and ecosystem.

Ultimately, RVMC and the Secretariat will continue only where it provides demonstrable value - guided by evidence, grounded in regional leadership, and focused on accelerating progress toward a resilient and self-sustaining regionalised vaccine manufacturing ecosystem.

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