

Vaccine Investment Strategy Steering Committee

Terms of Reference

Background

The Vaccine Investment Strategy (VIS) is Gavi's evidence-driven process for identifying new and under-used vaccines of the highest importance to Gavi-supported countries and with the greatest need for financial support. It allows Gavi to take stock of the vaccine landscape to assess the cost, impact, value, and programmatic feasibility of relevant products. The VIS informs the Board of the various options for future investments, compares those options with each other and with existing investments, including trade-offs and opportunities for synergy. It also provides partners, manufacturers, and Gavi-supported countries with key information to support planning over a longer time horizon.

a. VIS 2024 scope

VIS 2024 will be Gavi's fourth VIS (2008, 2013 and 2018), starting 18 months in advance of the Board reaching investment decisions in June 2024. These decisions will be aligned with the approval of Gavi's next strategic period (6.0).

VIS 2024 will include new vaccines and passive immunisation products anticipated to be available by 2030, as well as potential incremental investments for the existing Gavi portfolio related to endemic diseases (including endemic diseases with epidemic potential), and recommendations on vaccine prioritization, particularly in a post-pandemic context.

Purpose

The Vaccine Investment Strategy (VIS) Steering Committee is established to provide independent, technical advice to the Gavi Secretariat to help understand the various options for future investments, including comparison of these options with each other and the existing Gavi portfolio.

The VIS Steering Committee is not deemed to be a committee of the Board, it has an independent advisory function as contemplated under Article 20 of the Statutes. The VIS Steering Committee does not have decision-making powers, as outlined in these Terms of Reference.

Words and expressions used in these Terms of Reference shall, unless the context requires otherwise, have the meaning attributed to them in the Board and Committee Operating Procedures.

Mandate

The VIS Steering Committee will be convened to provide expert advice across multiple perspectives and deliberations and will provide technical input into the development of Gavi Secretariat's recommendations to the Programme and Policy Committee (PPC) and Gavi Board. The VIS Steering Committee will:

- Provide guidance on the strategic questions, methodology and process for the VIS
- Provide guidance on the evaluation framework, criteria, and weightings developed by the Secretariat and vetted in internal and other external consultations
- Validate assumptions and outputs of analyses and models for each disease/vaccine, to ensure rigour and relevance for Gavi and Gavi-supported countries
- Provide guidance on synthesis of analytical outputs and stakeholder consultations
- Facilitate buy-in on emerging recommendations prior to Gavi Board and PPC touchpoints

All relevant materials – including analyses and consultation summaries - will be prepared by the Gavi Secretariat and sent in advance of the meetings. Official meeting summaries will be circulated after the meeting by the Gavi Secretariat.

Membership

The membership, resources, responsibilities, and authorities of the VIS Steering Committee to perform its role effectively are stipulated in these Terms of Reference which may be amended as and when required or deemed necessary.

a. Composition and size

The composition of the VIS Steering Committee shall allow it to function efficiently and effectively in fulfilling its functions and responsibilities. It is intended to comprise individuals suitably competent in affairs and issues so as to be able to provide the Gavi Secretariat with sound advice on matters set out in these terms of reference.

The VIS Steering Committee shall be comprised of individuals with strong technical and/or scientific expertise and broad-ranging perspectives on aspects pertinent to VIS analyses and decisions. Experts should be institutionally independent of the Gavi Secretariat, Board and Board Committees. VIS Steering Committee members will serve in their personal capacities and will not represent their employers, government or Gavi partner organisations.

The VIS Steering Committee is expected to comprise 15 individuals including a Chair, and: **1)** two members of the Gavi Programme and Policy Committee (PPC), **2)** up to four members representing Gavi alliance partner institutions and stakeholders, **3)** one member with past-manufacturing experience, **4)** one member of a civil society organization (CSO), **5)** two country health experts, and **6)** four other independent experts. An open competitive call for expressions of interest will be used to identify members of the latter four categories (3 to 6).

The two members of the PPC will serve as liaisons on the VIS Steering Committee to provide strategic guidance and ensure alignment between the committees. They will share the VIS Steering Committee materials with the members of the PPC and convey any feedback during VIS Steering Committee meetings.

The competitive selection of VIS Steering Committee members shall be guided by the following criteria: credibility and independence; commitment and availability to participate in meetings; geographical and gender diversity; absence of conflict of interest (see Annex 1).

b. Competencies and skills

Each member of the VIS Steering Committee should have expertise, experience and knowledge of vaccine development and delivery/implementation. Collectively, members should also have a balance of skills, recent and relevant expertise, experience and knowledge of the following:

- Infectious disease epidemiology/vaccine-preventable disease control (including non-immunisation interventions and AMR)
- Health impact analysis/modelling and economic impact modelling of immunisation
- Economic evaluation and tools for prioritisation of investments
- Vaccine implementation and service delivery across different immunisation platforms and contexts, including fragile and conflict settings
- Vaccine research and development/product development
- Health financing and planning, including national immunisation programme financing

- Pandemic preparedness and response
- Familiarity with Gavi programmes and policies

All VIS Steering Committee members shall be able to act independently, ask relevant questions, act professionally and maintain the highest ethical standards and loyalty to the interests of Gavi.

The Chair of the VIS Steering Committee shall:

- Be a member of the VIS Steering Committee
- Plan, lead and facilitate the conduct of VIS Steering Committee meetings
- Facilitate and summarise discussions objectively and with clarity, seeking to gain consensus and exert authority when necessary
- Ensure all members appropriately contribute to deliberations and regularly participate in meetings
- Collaborate with the Gavi Secretariat, including the Gavi Chief Executive Officer (CEO), as appropriate

In the event that the Chair is unable to attend a scheduled meeting, the Chair will, after consultation with other members, nominate a suitable substitute from the membership of the VIS Steering Committee. If a VIS Steering Committee member is unable to attend a scheduled meeting, the member can designate a replacement that will be agreed on with the Gavi Secretariat in advance of the meeting. If a member has two consecutive absences from meetings, the Chair will discuss with that member the viability of their continued involvement.

c. Appointment and term

All VIS Steering Committee members shall be appointed by the Gavi Secretariat until June 2024. The Gavi Secretariat shall select the Committee Chair ("Chair") for the duration of the term. All nominees to the VIS Steering Committee will be evaluated by the Gavi Secretariat to ensure each individual meets the membership requirements set out in 2.a & 2.b above.

The work of the VIS Steering Committee will be supported by the Gavi Secretariat who shall:

- Assist the VIS Steering Committee in implementing good governance practices; and
- Provide the VIS Steering Committee with relevant analyses, consultation summaries and other information required for fruitful discussions, as well as an agenda, meeting papers and minutes in a timely manner.

Authority

The VIS Steering Committee shall maintain open communications between all members and the Gavi Secretariat, as appropriate.

The VIS Steering Committee shall have reasonable access to information, Gavi personnel, and external expertise, as appropriate.

The mandate of the VIS Steering Committee is established in these terms of reference.

Mode of Operation

a. Meeting attendance

Members of the VIS Steering Committee shall make themselves available to attend all meetings. A designated replacement may attend meetings under exceptional circumstances and contingent upon Gavi Secretariat approval at least two weeks in advance to allow relevant materials and agenda to be circulated to the designated replacement.

VIS Steering Committee members shall prepare for and actively participate in meetings.

b. Frequency of meetings

A total of four meetings are expected based on the current Gavi workplan; this includes one half-day meeting in 2022 and three 2-day meetings in 2023 and 2024. It is intended that at least one meeting in 2023 and 2024 will be in-person in Geneva, Switzerland and other meetings shall take place remotely. The proposed schedule (subject to change) is as follows:

Meeting 1	December 2022	<ul style="list-style-type: none">• Direction on VIS 2024 strategic questions
Meeting 2	March 2023	<ul style="list-style-type: none">• Overview of VIS 'long list' of potential immunisation investments• Review of draft evaluation frameworks
Meeting 3	September 2023	<ul style="list-style-type: none">• Validation of outputs of comparative analyses• Review of recommended short list based on analyses and consultations
Meeting 4	March 2024	<ul style="list-style-type: none">• Validation of refined analyses• Review of investment cases for final prioritisation

Sub-groups may be convened to review specific, specialised aspects of the VIS, such as methodology for forecasting or impact models. These sub-group meetings will be virtual and are expected to be 2-3 hours in length. Attendance at these meetings will be voluntary and at the discretion of the VIS Steering Committee member dependent on their area of expertise and availability.

c. Notice of meetings

Meeting dates, time and venue (if relevant) is expected to be confirmed at appointment of each member to the VIS Steering Committee. The agenda shall be forwarded not less than two months prior to the date of such meeting and sent by email, with relevant papers sent out two weeks in advance.

For sub-group meetings, notice will be sent at least one month in advance.

d. Agenda

Relevant members of the Gavi Secretariat shall establish meeting agendas which will be agreed upon by the VIS Steering Committee Chair. These agendas will be sent in advance of each meeting.

e. Conflicts of Interest

All VIS Steering Committee members shall adhere to Gavi's Conflicts of Interest Policy for Governance Bodies and Ethics Policy and shall annually complete an Annual Declaration Form in accordance with these policies. The Declaration shall be updated by members when required.

At the commencement of each meeting, each member shall declare any actual or perceived conflict of interest arising in the matters before the Committee. The relevant provisions in the Statutes, By-laws and the Conflicts of Interest Policy for Governance Bodies shall regulate participation.

f. Budgetary arrangements

VIS Steering Committee members are asked to volunteer their time. Costs for partners (e.g., UNICEF, WHO) are covered by budgets elsewhere in the Partners' Engagement Framework and Gavi donors would be expected to cover their own costs. The Gavi Secretariat will cover the costs of travel, hotel and per diem expenses for in-person meetings for participants according to Gavi travel policies.

Annex 1: Gavi criteria for determining independence

Answers to the following questions will assist in ascertaining independence:

- Is the candidate institutionally independent of the Gavi Secretariat, Board, and Board Committees?
- Is/has the candidate been an employee of the Gavi Secretariat within the last three years?
- Does/has the candidate had, within the last three years, a material business relationship with Gavi Alliance, whether directly as a partner, shareholder, contractor, grantee, director or senior employee of a body that has such a relationship with Gavi Alliance?
- Has the candidate received remuneration from Gavi within the last three years?
- Does the candidate have any close family ties with any of Gavi's advisers, Board or Board Committee members, or senior employees?
- Does the candidate have any conflict of interest, as defined in Gavi's Conflicts of Interest Policy for Governance Bodies, and if so, can they be managed appropriately?