

Gavi Alliance Board Meeting

24-25 June 2020

Virtual meeting

1. Chair's Report

- 1.1 Finding a quorum of members present, the meeting commenced at 14.10 Geneva time on 24 June 2020. Dr Ngozi Okonjo-Iweala, Board Chair, chaired the meeting.
- 1.2 The Chair welcomed two new Board and Alternate Board members, who would be appointed at this meeting, as well as Nina Schwalbe, Chair of the Evaluation Advisory Committee, Cyrus Ardan, Chair of the International Finance Facility for Immunisation (IFFIm) and other directors of the IFFIm Board.
- 1.3 In addition, the Chair noted the participation as an Observer of Dr Lia Tadesse, Federal Minister of Health of Ethiopia, who will soon be replacing Dr Amir Aman Hagos as Board member.
- 1.4 Standing declarations of interest were tabled to the Board (Doc 01a in the Board pack).
- 1.5 The Board noted its minutes from 4-5 December 2019 (Doc 01b), 19 March 2020 (Doc 01c) and 11 May 2020 (Doc 01d) which were approved by no objection on 18 February 2020, 11 May 2020 and 22 June 2020 respectively. The Board also noted decisions approved by them by no-objection consent on 12 May 2020 (Doc 01e) namely appointments to the Board and Board Committees.
- 1.6 The Chair referred to the consent agenda (Doc 01f) where eight recommendations were being presented to the Board for consideration. No requests had been received to place any of the consent agenda items on the main agenda. The decisions would be presented at the end of the meeting during the Review of Decisions.
- 1.7 She noted the Board workplan (Doc 01i) and highlighted that it is now more detailed and extends out to 2025. She flagged that the workplan is indicative and subject to change in light of the current global context.
- 1.8 The Chair referred to the eventful first half of 2020 which was marked by a very successful replenishment, noting however that the COVID-19 pandemic has brought unprecedented challenges at the global level. She referred to the economic impact of the pandemic particularly in Africa and underlined the necessity to strengthen health systems in developing and developed countries.

- 1.9 The Chair reflected on the international support for the Black Lives Matter movement and made a strong call in support of diversity, equity and respect in all aspects of the Gavi Alliance's activities.
- 1.10 The Chair noted the very successful replenishment conference and expressed sincere gratitude and appreciation to Prime Minister Boris Johnson and the Government of the United Kingdom for hosting the virtual replenishment event. She also extended her sincere thanks to Board members, in particular to Daniel Graymore and his team for their efforts in making the replenishment a success. She also acknowledged the enormous efforts of the Gavi CEO and his team.
- 1.11 The Chair indicated that comments and suggestions on the Board agenda had been accommodated to the extent possible, noting however that some of the topics coming for discussion at the Board are still a work in progress at this time, namely in relation to COVID-19 Vaccine Global Access (COVAX) Facility, and the use of the additional resources secured at the replenishment conference.
- 1.12 The Chair acknowledged the enormous work involved in the development of the Access to COVID-19 Tools (ACT) Accelerator, which has as its aim to leave no poor country behind, and referred to her appointment by the World Health Organization (WHO) Director General as WHO Envoy to ensure that voices of developing countries are heard. The Chair underlined the need to accept some levels of uncertainty and adjust the Board's risk appetite, recognising that these are unprecedented times.
- 1.13 Finally, the Board observed a minute of silence for COVID-19 victims, particularly frontline workers.

Decision 1

The Gavi Alliance Board:

- a) **Approved** the exceptional extension of **Stephen Zinser** as:
 - Unaffiliated Board member effective 1 July 2020 and until 30 June 2021; and
 - Chair of the Investment Committee effective 1 July 2020 and until 30 June 2021.
- b) **Approved** the exceptional extension of **David Sidwell** as:
 - Unaffiliated Board member effective 1 January 2021 and until 31 December 2021;
 - Chair of the Audit and Finance Committee effective 1 January 2021 and until 31 December 2021;
 - Member of the Market-Sensitive Decisions Committee effective 1 January 2021 and until 31 December 2021; and
 - Member of the Investment Committee effective 1 January 2021 and until 31 December 2021.

- c) **Appointed** the following Board Member:
- **Mahima Datla** as Board Member representing the vaccine industry developing countries in the seat currently held by Sai Prasad effective 1 July 2020 and until 30 June 2023.
- d) **Appointed** the following Alternate Board Member:
- **Carmen Coles Tull** as Alternate Board Member representing the United States on the donor constituency anchored by the United States in the seat currently held by Irene Koek of the United States, effective immediately and until 31 December 2021.
- e) **Appointed** the following to the Market-Sensitive Decisions Committee:
- **Carmen Coles Tull** (Alternate Board Member), effective immediately and until 31 December 2021.
- f) **Appointed** the following to the Audit and Finance Committee:
- **Carmen Coles Tull** (Alternate Board Member), effective immediately and until 31 December 2021.
 - **Gianmarco Coccozza** (Committee Delegate), effective immediately and until 31 December 2021.
- g) **Appointed** the following to the Programme and Policy Committee:
- **Sai Prasad** (Committee Delegate), effective 1 July 2020 and until 31 December 2021.

Decision 2

The Gavi Alliance Board:

Ratified the emergency exceptional extensions of the terms of Philippe Jaillard and Mario Stassen as members of the Independent Review Committee until 31 March 2021.

Decision 3

The Gavi Alliance Board:

Appointed Brenda Killen as Secretary with individual signatory authority effective 1 July 2020 and until her successor is appointed and qualified.

Decision 4

The Gavi Alliance Board:

- a) **Approved** the amended Gavi Alliance Statutes attached as Annex A to Doc 01g;
- b) **Agreed** to replace the Gavi Alliance By-laws with Board and Board Committee Operating Procedures; and

- c) **Approved** the Board and Board Committee Operating Procedures attached as Annex B to Doc 01g.

Decision 5

The Gavi Alliance Board:

Approved the Guiding Principles on Gender for Board and Committee Nominations as set out in Annex A to Doc 01f, effective 1 July 2020.

Decision 6

The Gavi Alliance Board:

Approved a revised version of the Audit & Investigations Terms of Reference to incorporate certain changes resulting from observations made in the recently conducted External Quality Assessment attached as Annex B to Doc 01h.

Decision 7

The Gavi Alliance Board:

- a) **Approved**, within the overall Partners' Engagement Framework:
- i. An increase of US\$ 2 million to the already Board-approved 2020 UNICEF Supply Division fees for the procurement of vaccine and related devices in 2020;
 - ii. A budget of US\$ 21.4 million for UNICEF Supply Division fees for the procurement of vaccines, related devices and yellow fever surveillance and diagnostics equipment in 2021; and
 - iii. A budget of US\$ 4.3 million for UNICEF Supply Division fees for the procurement of cold chain equipment for 2021.
- b) **Noted** that the Audit and Finance Committee reviewed the financial implications of the recommendations as set out in Figure 1 in Doc 03a to the 6 May 2020 meeting of the Audit and Finance Committee and concluded that these could be approved by the Board in accordance with the Programme Funding Policy.

Decision 8

The Gavi Alliance Board:

Approved the revised and updated Whistleblowing Policy attached as Annex B to Doc 01f to be implemented with effect from 1 July 2020.

2. CEO's Report including Global Vaccine Summit and next steps

- 2.1 Seth Berkley, CEO, referred to the pre-recorded video presentation that accompanied his report and had been made available to the Board prior to the meeting. He gave an overview of the journey leading up to the replenishment, which started at the launch of the Gavi Investment Opportunity in Yokohama in August 2019, and culminated with the Global Vaccine Summit on 4 June 2020. He noted that despite the challenging setting for this replenishment given travel restrictions and having to organise and deliver the conference virtually, the highest level of commitment and global solidarity was demonstrated. He provided an overview of the pledges and commitments made.
- 2.2 Dr Berkley spoke of 2019 being a record year for Gavi, noting however that these achievements are now at risk due to the COVID-19 pandemic. Gavi is navigating a complex transition between two strategic periods, and the pandemic impact is increasing burdens in many Gavi countries, putting 2020 targets at risk.
- 2.3 Dr Berkley referred to the partnership with the Coalition for Epidemic Preparedness Innovations (CEPI) on the Access to COVID-19 Tools (ACT) Accelerator. He referred to the urgency of developing a COVID-19 vaccine as fast as possible, underlining the primary objective of the new COVAX Facility which is to accelerate global equitable access of appropriate, safe and efficacious vaccines. He noted the need to ensure that Low Income Countries (LICs) and Middle-Income Countries (MICs) have equal access to the best products. He referred to conversations with manufacturers and underlined the enormous interest from countries.
- 2.4 He noted that two special Board meetings will be organised in July and September to address COVID-19-related questions, particularly around: 1) 2020 budgetary changes; 2) COVAX Facility governance; 3) the use of the additional resources collected during replenishment; and 4) impact on Gavi 5.0. The Board will be asked to give a steer on activities for 2021 and 2022 which will also be discussed with the Programme and Policy Committee (PPC) and the Audit and Finance Committee (AFC). Finally, Dr Berkley referred to the COVAX AMC with an investment opportunity of US\$ 2 billion as seed funding, to incentivise manufacturers to ensure sufficient global supply for developing countries.
- 2.5 Dr Berkley was pleased to inform the Board that Gavi was included in the highest 'very good' category of the 2020 Aid Transparency Index, ranking 11 out of 47 development agencies.
- 2.6 He thanked Dr Ngozi for her passionate reflections on the Black Lives Matter movement, noting that this is important for Gavi to address. Multiple conversations with Secretariat staff have taken place in this regard and this will continue to be a Gavi priority.
- 2.7 In response to questions submitted in writing prior to the meeting, Dr Berkley provided the following clarifications:
 - On the impact of COVID-19 on the timelines for the Malaria RTS,S vaccine trials and WHO recommendations, he noted that there have been some minor

delays; however, the programme continues in the pilot countries. He noted minimal impact on uptake and evaluation activities, and noted that the timelines remain unchanged;

- In relation to anti-vaccine sentiment, he noted that this is a top priority for the Gavi Alliance. A cross-Secretariat working group is collaborating with the Demand Hub and Alliance partners to address misinformation and rebuild vaccine confidence at country level. Gavi has been engaging with strategic partners and forming new partnerships with Facebook and other social media platforms to support in-country partners to develop capacity for real time use of digital insights and to run awareness campaigns effectively;
- In relation to the Global Action Plan (GAP), Dr Berkley noted that it was initially planned for heads of agencies to participate at this meeting, and hoped that this could still be arranged in the future. He noted that the GAP progress report is nearly final and will be circulated to the Board. The Secretariat continues to engage on the Financing and Primary Health Care (PHC) Accelerators. Working with partners at the country level continues despite the pandemic disruptions and delays. He underscored that collaboration is key for Gavi, and that through the ACT accelerator many groups are working closer together than ever before.

2.8 Finally, Dr Berkley acknowledged Phil Armstrong, the outgoing Director of Governance for his extraordinary leadership and dedicated service to Gavi. He informed the Board that Phil will continue working on special projects until end of September, and will ensure a smooth transition to the new Director, Brenda Killen, to whom he extended a warm welcome.

Discussion

- The Board commended Gavi for its successful replenishment, which demonstrated global solidarity and strong trust in Gavi, in addition to Gavi receiving the high ranking in the transparency index.
- It was noted that the political commitment shown during the replenishment further emphasises Gavi's role, which will come with additional scrutiny for Gavi to deliver, ensure equity, and provide value for money for the collective investment.
- The widening of the equity gap in developing countries was signalled as a concern, especially in conflict countries. The negative impact of COVID-19 on routine immunisation (RI) leading to backsliding was also highlighted, in addition to the consequence on developing countries' economies. Board members encouraged the Secretariat to keep focus on restoring RI, while addressing other competing priorities. In addition, the Secretariat was encouraged to share the results of the pulse surveys on the impact of routine immunisation conducted with WHO and UNICEF with Alliance partners when available and to apply past learnings to current challenges.
- In relation to anti-vaccine sentiment, Gavi's role as a leader in pro-vaccine advocacy was emphasised, with calls from some Board members to strengthen engagement further. Serious concerns were raised about the growing

misinformation and mistrust in Africa in relation to COVID-19 vaccine clinical trials and vaccine research. In this context, it was suggested to draw on lessons from behavioural change interventions around Acquired Immune Deficiency Syndrome (AIDS), particularly on prevention, stigma and testing, with the overall objective of increasing vaccine confidence. The Secretariat was encouraged to share future insights and learnings from partnerships with social media platforms and others.

- A number of Board members were supportive of including a short discussion on the topic in a future meeting.
- It was suggested that Gavi should consider the role of Civil Society Organisations (CSOs) at the front line of confronting the pandemic and should engage appropriately with these groups.
- There was a call for Gavi to ensure a more pragmatic and effective collaboration with the Global Polio Eradication Initiative (GPEI).
- In relation to the COVAX Facility, the Board acknowledged the enormous efforts put into the design of the Facility in very little time. Several Board members reiterated the importance of developing a strategy with clear processes including market shaping activities and working with IFFIm. One Board member proposed focusing on companies with large scale manufacturing capabilities to leverage their skills and expertise, and pairing manufacturers and developers to quickly scale up high-quality manufacturing of COVID-19 vaccines. The Board was informed that the Audit and Finance Committee (AFC) had discussed the impact on the Secretariat's bandwidth, underlining the need for surge staff capacity to cope with the significant demands.
- Board members encouraged Gavi to strengthen lobbying around access to a future COVID-19 vaccine in addition to its leading role in the ACT accelerator.
- In response to an inquiry on the number of countries that had already signed up to the COVAX Facility, it was noted that Paraguay was the first country to sign up, and that interest from countries is significant. The period for expression of interests would conclude after the Board meeting (30 June 2020).
- In these times of rapid progress, Board members signalled the need to find the right balance between flexibility and accountability, with more frequent updates to the Board. The Board welcomed the exceptional Board meetings in July 2020 and September 2020, and expressed hope that the Board would reach a clear road map and agreement on an update on the Gavi 5.0 strategy.
- As financial forecasts are being refined to include the impact of COVID-19 ON Gavi's programmes and the additional funds from the replenishment, the Secretariat and the Board were encouraged to embrace a higher risk appetite. The Secretariat was encouraged to present a five-year financial stock-take across the Gavi 5.0 strategy, including the 20 percent flexibility for the CEO at the September Board meeting.

- In relation to the Pneumococcal Conjugate Vaccine (PCV) AMC, it was clarified that a last call for AMC PCV supply was concluded and the unspent funds projected to remain at the AMC's scheduled conclusion at the end of 2020 were donated by the AMC donors to the COVAX AMC.
- The Board paid respect to Clifford Kamara, former Chair of the Gavi Independent Review Committee (IRC), who had passed away in May 2020. Dr Kamara was a tireless contributor to the global health community and to Gavi specifically.
- Finally, the Board acknowledged Phil Armstrong, and thanked him for his outstanding work ethic, underlining his ability to simplify complex processes and providing the highest level of support to the Gavi Board.

3. Strategy and implications of COVID-19: Gavi 4.0 Progress, Challenges and Risks and Update on Gavi 5.0 Operationalisation

- 3.1 Anuradha Gupta, Deputy CEO, provided introductory comments building on the report to the Board on progress in implementing the 2016-2020 Strategy and implications of COVID-19 on Gavi 5.0 operationalisation (Doc 03). Ms Gupta reiterated that 2019 was record year for Gavi's performance in terms of vaccine launches, HSS disbursements and approval timelines, co-financing performance and market shaping.
- 3.2 Progress in 2020 has however run into challenges due to COVID-19, causing disruptions to essential health services, including immunisation, delays in planned vaccine introductions and campaigns, large scale economic and fiscal impact, outbreak of vaccine preventable diseases and exacerbation of inequities.
- 3.3 Ms Gupta highlighted the Alliance's proactive response to the crisis including reprogramming HSS grants and repurposing partner support, fast tracking approvals, and increased communication, coordination and information sharing with partners and countries.
- 3.4 She highlighted six opportunities to maintain, respond and rebuild better considering the challenges posed by COVID-19. These include enhanced focus on equity and gender, catching up children missing vaccination, including zero-dose children, through reimagining supplemental approaches, tackling vaccine hesitancy and rumours, improving surveillance, accelerating innovations, and broadening partnerships. These priorities would be further fleshed out to ascertain the level of additional and investments that would be required.
- 3.5 Ms Gupta gave an update on the Funding Policy Review (FPR), which is one specific Gavi 5.0 operationalisation workstream impacted by COVID-19. She noted that revised policies would normally have been brought to the Board at this meeting; however, the FPR Steering Committee recommended pausing the review and instead moving forward with select shifts previously approved by the Board in December 2019.

- 3.6 Finally, Ms Gupta addressed the importance of supporting former Gavi-eligible countries to address the emerging risks of backsliding in immunisation programme performance due to COVID-19. In response to these developments, and in light of the pausing of the Gavi 5.0 Middle Income Country (MICs) approach for the duration of the pandemic, Ms Gupta requested the Board to allocate targeted Gavi funding (excluding vaccine financing) to mitigate backsliding risks, where well justified and needed, in these countries.

Discussion

- Board members welcomed the continued focus on Gavi's core mission and indicated that Gavi will need to carefully consider how to balance response to COVID-19 against its work on routine immunisation programmes.
- In terms of how Gavi responds in the coming period, it was suggested that Gavi would need to anticipate, adapt, surge and innovate, and this series of priorities seemed to resonate with Board members. It was also suggested that Alliance partners should be considered within any proposed surge measures.
- Several Board members highlighted that it will be important for Gavi to extract learnings from its response to inform future work.
- The Board found it encouraging that there has been such strong collaboration among Alliance partners since the start of the pandemic and encouraged the Secretariat to continue this approach. The Secretariat will continue to endeavour to engage across all partners, including industry and Civil Society Organisations (CSOs). It was noted that there has been good collaboration between the Secretariat and CSOs on the development of a new CSO Framework.
- Board members tended to agree on moving forward on the proposed policy shifts; however, some Board members did have some reservations, particularly about the integration of the Cold Chain Equipment Optimisation Platform within Health Systems Strengthening, the associated timeline, the scale up of cold chain, and the removal of the programme filter. The Secretariat indicated that it had taken note of these concerns and would seek to address them in the operational guidance for this workstream.
- On the Middle-Income Countries (MICs) approach, the Board discussed an amendment to the initial decision language that sought to accelerate the timeframe of progressing the MICs workstream. This resulted in a decision that seeks to address in the interim any emerging risks of backsliding in immunisation programme performance due to COVID-19, with a set of proposed approaches to be brought back to the PPC and to the Board before end 2020.
- One country representative provided perspective on the urgent need for flexibilities and modified timelines given the pandemic, and requested that Gavi and Alliance partners continue to provide support to countries preparing for transition. Another Board member suggested that flexibilities offered to countries should be carefully designed to reach the sub-national level.

- The Secretariat noted that significant trust has been placed on it by the Board in these uncertain times and that it would continue to respond with regular communication.
- Board members also highlighted the challenges that could come with the COVID-19 vaccine, including issues around vaccine confidence and misinformation, but also related to the fact that COVID-19 vaccines may require a different approach to other antigens because they will likely be targeted at adults.

Decision 9

The Gavi Alliance Board recalling Decision 13 of 26-27 June 2019, and noting that any potential engagement with former and never Gavi-eligible countries should account for no more than 3% of Gavi planned expenditure in the 2021-2025 period:

- a) **Approved** targeted support (excluding vaccine financing) to former Gavi-eligible countries to strengthen political will and to address an identified risk of reduction in coverage rates of vaccines introduced with Gavi support in that country, **noting** that the financial implications are expected to be up to US\$ 20 million through 31 December 2020, to be funded through the flexibilities granted to the Gavi CEO by the Board in May 2020 to respond to the COVID-19 pandemic; and
- b) **Requested** that the proposed approaches set out in Annex E to Doc 03 to engage with former and never Gavi-eligible countries be brought back to the PPC and the Board for consideration by no later than 31 December 2020.

Decision 10

The Gavi Alliance Board:

Granted the Secretariat the authority to implement the following policy shifts from 1 July 2020 within the existing policy framework, noting that these shifts were approved by the Board in December 2019 for incorporation into Gavi's new funding policies:

- a) Removing the programme filter requiring 70% or higher coverage of the 3rd dose of DTP-containing vaccine for a country to access new support for select vaccines (as set out in the Eligibility & Transition Policy);
- b) Removing the cap of US\$ 100 million over five years currently applied to total country HSS ceilings, but retaining the floor of US\$ 3 million;
- c) Integrating support for CCEOP into HSS support; and
- d) Discontinuing the mechanism of awarding Performance Payments (as set out in the HSIS Support Framework).

4. Committee Chair and IFFIm Board reports

- 4.1 The Chair introduced this item, underlining the importance of the work of the Committees and appreciation for the service of Board members, Alternate Board members and their Committee Delegates on these Committees.

Audit and Finance Committee

- 4.2 David Sidwell, Audit and Finance Committee Chair, presented the report of the Audit and Finance Committee (AFC).
- 4.3 He highlighted the Committee's focus on COVID-19 operational response noting the AFC is satisfied with current processes and procedures in place that are enabling Gavi to operate with flexibility while achieving its strategic objectives.
- 4.4 He noted the impact of travel restrictions on Gavi's audit work and how further amendments to the Audit & Investigations workplan may be necessary if the pandemic continues to impact travel capabilities.
- 4.5 Mr Sidwell highlighted an increase in cyberattacks on organisations during the pandemic and actions taken by the Secretariat to strengthen Gavi's technology security including increased monitoring of activities, increased use of systemic controls and increased staff awareness through training and communication.
- 4.6 He reported that following the replenishment conference, the AFC is looking to immediately hedge some pledges for 1-2 years versus waiting to receive signed pledge contracts in order to mitigate potential foreign exchange risks given current market volatility. He further noted these actions are aligned with Gavi's currency hedging strategy.
- 4.7 Mr Sidwell referred to the work of the Committee on the 2019 Financial Statements. The statements are on track for recommendation to the Board for its approval following the July AFC meeting.
- 4.8 Finally, Mr Sidwell commented that the AFC believes routine operations by the Secretariat are being carried out extremely well.

IFFIm Company

- 4.9 Cyrus Ardalan, IFFIm Board Chair, presented to the Board a summary of IFFIm resources provided to Gavi since IFFIm's inception in 2006. He noted that as of 31 December 2019, IFFIm has disbursed US\$ 2.7 billion to Gavi which represents nearly 20% of Gavi's resources since 2006.
- 4.10 He highlighted that IFFIm is currently in the process of frontloading NOK 2 billion from Norway for COVID-19 vaccine research through the Coalition for Epidemic Preparedness Innovations (CEPI).
- 4.11 Mr Ardalan noted that following Gavi's replenishment, four countries pledged an additional US\$ 926 million through IFFIm which increases IFFIm's total resources

to US\$ 3.3 billion allowing IFFIm to contribute US\$1.47 billion toward the Gavi 5.0 strategic period.

- 4.12 He also noted that following a hedging strategy agreement made with the World Bank earlier this year, IFFIm will have an increased capacity to frontload US\$ 735 million from new pledges.
- 4.13 Mr Ardalan highlighted that IFFIm vaccine bonds continue to provide valuable investment opportunities and IFFIm's 2019 vaccine bond issuance was recently recognised as "Deal of the Year" by the news, data and analytics publisher mtn-i.

Discussion

- The Board commented on the value of IFFIm providing flexible financing to Gavi when needed.

Investment Committee

- 4.14 Stephen Zinser, Investment Committee Chair, delivered the report of the Investment Committee.
- 4.15 He provided an overview of financial market performance noting the unprecedented circumstances of the COVID-19 pandemic and resulting volatile financial markets which saw the US S&P 500 equity index go from peak to trough (-34%) in 24 trading days. He noted the unique intensity and velocity of the market drawdown.
- 4.16 Mr Zinser reported the long-term portfolio had a positive return of 12.9% in 2019 but suffered a drawdown of -10.6% in Q1 2020. The largest asset class allocation in the long-term portfolio is Fixed Income and while the drawdown was in line with scenarios previously presented to the Board, the Fixed Income portfolio severely underperformed. Other exposures performed in line with expectations.
- 4.17 He reported there has been meaningful recovery following fiscal spending and actions taken by the US Federal Reserve and European Central Bank to increase liquidity but the extent of the pandemic on the financial markets remains extraordinary.
- 4.18 Mr Zinser highlighted that at the end of May, the long-term portfolio had meaningfully recovered and year-to-date loss is at -3.4%. The total portfolio value is US\$ 1.7 billion of which US\$ 1.0073 billion is invested in the long-term portfolio and US\$ 719 million is invested in the short-term portfolio which includes all donor funds.
- 4.19 He outlined the immediate investment strategy and commented that while the extent of the pandemic remains to be seen, the Investment Committee believes the portfolio could move into positive territory by year end and the Committee is deploying existing strategies to achieve this objective.

Discussion

- The Gavi Alliance Board Chair commended the Investment Committee for an outstanding job and commended Mr Zinser for his leadership during this time of uncertainty and volatility.

Evaluation Advisory Committee

- 4.20 Nina Schwalbe, Evaluation Advisory Committee Chair, delivered the report of the Evaluation Advisory Committee (EAC).
- 4.21 She presented the existing evaluation workplan that was endorsed at the last meeting of the EAC and explained that it would now need to be revisited to take into account the impact of the COVID-19 pandemic.
- 4.22 She presented the Board with a series of observations and questions related to Gavi 5.0 and COVID-19, including noting that:
- The Secretariat has instituted pulse surveys and incorporated questions related to the pandemic into ongoing evaluations;
 - In recent weeks Gavi has adopted a number of changes to its policies and programs in response to COVID-19; and
 - Understanding the effects and impact of those changes on COVID-19 and Gavi more broadly (positive and negative) requires urgent attention and investment in evaluation.
- 4.23 Ms Schwalbe noted that there are new and innovative evaluation methods available that would allow the Board to understand the implications of its decisions down the road.
- 4.24 Ms Schwalbe also invited the two Board members who serve on the EAC to comment on their role as a link back to the broader Board, and they indicated their availability to act as an interface with Board members.

Discussion

- The Board Chair noted that the Board values the evaluation function of the EAC and that the Board awaits the revised workplan. She indicated that the two Board members who sit on the EAC should feed back lessons and input from the work of the Committee.

Programme and Policy Committee

- 4.25 Helen Rees, Programme and Policy Committee Chair, provided an overview of the activities of the Programme and Policy Committee (PPC) since the Board last met in December 2019.
- 4.26 At its meeting in May, the Committee had discussed a number of important topics for the Alliance and agreed on recommendations which are being put forward to the Board at its June meeting for consideration, including COVID-19 Pandemic Response, COVID-19 Vaccine Development and Access, Review of the Gender Policy, and Gavi 5.0 Measurement Framework.

- 4.27 Professor Rees highlighted that the PPC had emphasised two key points: 1) the importance of getting the right balance between Gavi's core mission and the response to COVID-19 at the moment, and 2) the importance of a multilateral response with partnership in countries.
- 4.28 The PPC expressed extreme appreciation and congratulations to the Secretariat and Alliance partners for extraordinary work in response to what has now happened. The PPC also discussed the capacity of the Secretariat and Alliance partners to pick up additional roles related to COVID-19 response.

Discussion

- The Board Chair asked for further detail on the PPC's view on the inclusion of the country perspectives into COVID-19 response. It was clarified that it will be very important to link up Gavi's response to national responses. Gavi will need to dialogue with countries about what their needs are, particularly around health system strengthening, reintroduction of routine immunisation programmes, and co-financing.

Governance Committee

- 4.29 Sarah Goulding, Governance Committee Chair, presented to the Board the routine work conducted by the Committee including Board and Committee nominations, recruitment of Unaffiliated Board members, and the monitoring of the Gender Policy for Board and Committee nominations.
- 4.30 She referred to the work of the Committee on the recruitment processes for the Board Chair, which is ongoing, and updates to the Organising Principles for two Board constituencies (Research & Technical Health Institutes, and Donors).
- 4.31 She also highlighted the process to update the Guiding Principles on Gender for Board and Committee Nominations, which were recommended to the Board for approval at this meeting on the consent agenda, and the update to the Secretariat Conflicts of Interest Policy.
- 4.32 She outlined the process to review and revise the Gavi Governing Documents, which were also recommended to the Board for approval at this meeting on the consent agenda.
- 4.33 Finally, she made reference to the impact of the pandemic on the governance function, including increased strategic risk and operational risk, the shift that has come from engaging with ACT accelerator, COVAX Facility, and COVAX AMC. She highlighted the importance for the Alliance that we use existing structures to their fullest effect to provide strategic advice in a fast and nimble way, and to avoid delaying decisions.

5. COVID-19: Vaccine Development, Access and Delivery

- 5.1 Aurélia Nguyen, Managing Director, Vaccines & Sustainability, provided an introductory framing and update on the effort for Gavi to partner with others to make affordable COVID-19 vaccines available and accessible to those most in need and planning for deployment of vaccines so they can be delivered as soon as they are available.
- 5.2 She reminded Board members that the Access to COVID-19 Tools (ACT) Accelerator was launched in April as a global collaboration to accelerate the development, production and equitable access to new COVID-19 diagnostics, therapeutics and vaccines. There is also a cross cutting workstream to help prepare health systems to enable rapid scale-up of these commodities, in which Gavi is actively engaged. Gavi is co-leading the Vaccine Pillar of the ACT Accelerator together with the Coalition for Epidemic Preparedness Innovations (CEPI).
- 5.3 With regards to securing supply of COVID-19 vaccines, Ms Nguyen highlighted that Gavi, together with partners, has launched the COVID-19 Vaccines Global Access (COVAX) Facility. The Facility aims to pool demand and resources toward securing access to future supply of COVID-19 vaccines. All countries are invited to participate in this global Facility, which will utilise a mix of manufacturer-specific volume guarantees and market-wide demand guarantees.
- 5.4 She underlined that coordination across the ACT Vaccines Pillar workstreams will be essential to ensure that characteristics of developed vaccines are appropriate for Gavi-supported countries. Gavi will also leverage its Cold Chain Equipment Optimisation Platform (CCEOP) platform to ensure countries ramp up their cold chain capacity to accommodate prospective COVID-19 vaccines, should additional cold chain be required, as well as other commodities.
- 5.5 Within the COVAX Facility, Ms Nguyen informed Board members that an innovative financing instrument – the Gavi COVAX Advance Market Commitment (AMC) – will be utilised to secure access to timely and sufficient supply of vaccines for a set of countries through donor funding. The Gavi COVAX AMC was launched on 4 June 2020 and is the first innovative finance building block of the COVAX Facility.
- 5.6 Richard Hatchett, CEO, CEPI, provided a briefing to the Board on CEPI’s mission, experience in vaccine development, and current COVID-19 vaccine portfolio.

Discussion

- Board members recognised the quick and impressive work so far on the COVAX Facility, the design of which is still in development. Some of the comments and questions on the design pertained to elements of the facility that have not yet been finalised, and these were duly noted by the Secretariat.
- Board members requested clarity on the intersection between governance; finance risks and liabilities; and trade-offs. The Secretariat will come back to the Board with more detail on this at an upcoming Board meeting.

- Regarding the structure of the mechanism:
 - Board members indicated that where possible Gavi should draw on existing governance mechanisms and to strive to avoid complexity;
 - One Board member queried whether it would be possible to bring in some smaller countries (e.g. Singapore and Korea) and new private sector partnerships, and the Secretariat noted that this could be beneficial;
 - It was also noted that Gavi should look beyond manufacturers as the end point of the Facility to reaching the people who will receive the vaccine; and
 - One Board member asked for robust transparency approaches within the mechanism, given that a large amount of public funds will be going into research and development (R&D).
- Board members noted a request from Civil Society Organisations (CSOs) that they should be fully engaged within technical and decision-making bodies. The Secretariat indicated that the process had moved very fast, having consultations with over 180 individuals over the past several weeks including representatives of CSOs, and that moving forward it would endeavour to include all relevant parties, including CSOs as appropriate.
- It was suggested that Gavi-supported countries, particularly low income and countries with fragile settings, will need to be engaged, orientated and guided as early as possible on matters of vaccine procurement and delivery, and on financial aspects of the mechanism, and included in COVAX Facility structures so that country voices are heard.
- Board members encouraged the Secretariat to draw on lessons from the pneumococcal AMC, which has been evaluated. The Secretariat mentioned that these lessons had already been considered, together with learnings from the Ebola Advance Purchase Commitment (APC). One Board member proposed that learnings be drawn as well from the CCEOP evaluation that is underway.
- Board members asked for further information on the funding sources for the COVAX Facility and how these relate to core funding for Gavi. It was clarified that funding for COVID-19 vaccines and related delivery including CCEOP would be from specific donor pledges outside of Gavi's core funding. More information on fundraising and funding sources will be brought back to the Board in due course.
- In relation to cold chain equipment (CCE) and the discussion around the refined proposal that would be brought back to the Board, Board members commented on elements such as country scope, solarisation, and the need for prioritisation across CCE for COVID-19, routine immunisation and primary health care.
- Gavi country representatives highlighted the importance of maintaining well-functioning routine immunisation programmes as without them there would be challenges in their countries with rolling out a new vaccine. The Secretariat

responded that it would be important to consider these challenges in plans for integrating the vaccine within broader recovery efforts.

- Board members asked about the capacity of the Secretariat to take on this new coordination role, particularly given that the scope of countries involved is broader than the current Gavi-eligible countries. It was noted that resourcing and potential surge models will need to be carefully considered, also through the organisational review, but that this role would be in line with Gavi's mission of ensuring access for lower income countries, which might otherwise be crowded out.
- Finally, Board members acknowledged that in these special times when work is progressing so quickly there is a need to extend additional trust and grace towards the Secretariat. Board members noted their commitment to contribute to rapid progress by reacting quickly to requests for review and input.

Decision 11

The Gavi Alliance Board:

a) With respect to the COVAX Facility:

- i. **Noted** that the COVAX Facility is proposed as a time-limited global, coordinated mechanism designed to ensure rapid and equitable access to a safe and efficacious COVID-19 vaccine to as broad a global population as possible and that without such a mechanism, manufacturers may not expand production capacity to adequately address the global pandemic, leaving behind vulnerable populations across the globe and in particular those in the lower income countries served by Gavi;
- ii. **Noted** that the Gavi Secretariat is acting as the administrator for the COVAX Facility to support its design and operationalisation and that the Secretariat will develop, for the Gavi Board's consideration, a more detailed description of Gavi's role in coordinating and operationalising the activities including how the Secretariat assumes liabilities on behalf of the COVAX Facility, as well as a tailored governance mechanism for the COVAX Facility;

b) **Confirmed** Gavi's role in supporting cold chain support for COVID-19 vaccines, diagnostics and treatments in 78 low and lower middle income countries and 12 IDA-eligible small economies, as agreed by the members of the ACT Accelerator, contingent on approval by the Board of a refined proposal to be developed by the Secretariat as described in Section 7 to Doc 05; and

c) **Provided** guidance on the proposal to consider support to countries on cold chain needs across PHC commodities and to further explore the use of CCEOP as a platform for health facility solarisation as part of a co-investment model with other donors.

6. Gavi 5.0: Measurement Framework/Strategy indicators

- 6.1 The discussion on this item was deferred to the next Board meeting.

7. Review of the Gavi Gender Policy

- 7.1 Wilson Mok, Head, Policy, provided an update on the review of Gavi's Gender Policy (Doc 07). He summarised the review process and highlighted the key changes which seek to better align the policy with Gavi's strategy for 2021-2025 as well as with international standards and discourse on the topic of gender.
- 7.2 He also highlighted the feedback provided by the PPC during its last meeting in May 2020.
- 7.3 In relation to COVID-19 and gender, he underlined the socio-economic impact on women and girls, noting that the Secretariat is learning in real time how to best ensure a gender lens in Gavi's response to the pandemic.
- 7.4 In responding to questions received in writing prior to the meeting, Dr Mok provided the following clarifications:
- In relation to policy implementation at the country level, and the impact of delays in the operationalisation of Gavi 5.0, he noted that the gender policy is a very important aspect of the new strategy, but can nevertheless be implemented before all the Gavi 5.0 processes are in place. Steps have already been taken to enact some of the changes resulting from the independent evaluation.
 - Regarding the Secretariat's capacity to implement the policy, Dr Mok noted that the Secretariat has a gender working group which is being supplemented by gender experts joining the new Demand, Communities & Gender Hub within the Health System and Immunisation Strengthening (HSIS) team. One of these specialists will be driving the implementation of the Gender Policy. The Secretariat will continue to engage gender and demand specialists from across the Alliance.
 - In relation to the forward-looking view as the policy is being implemented, he noted that taking a learning approach and adapting the policy is critical. As per the policy's Monitoring and Evaluation (M&E) Framework, the Secretariat would update the Board annually on implementation progress, and an evaluation of the policy would be at the Board's discretion.
- 7.5 Anuradha Gupta, Deputy CEO, informed the Board of the Secretariat's efforts to foster diversity and inclusion at the Secretariat, underpinned by zero tolerance to racism and discrimination.

Discussion

- The Board commended the Secretariat on the inclusive consultative process for the policy review, which includes linkages to Immunization Agenda (IA) 2030 through development of a supplementary paper on gender.
- Board members raised questions about whether there is sufficient resourcing to implement the policy. One Board member referred to the additional resources obtained during replenishment which might contribute to the learning agenda. It was noted that the PPC had underscored the importance of resources and related suggestions will be incorporated into implementation of the policy.
- In relation to ensuring that gender is embedded in transitioning and transitioned countries' programming, the Secretariat noted that this is indeed emphasised in the dialogue with countries.
- In response to a question on including gender in procurement policies, it was clarified that a recent update requires bidders to have gender and/or corporate and social responsibility policies in place that address topics such as sexual harassment, parental leave and anti-discrimination, and for Gavi to ensure inclusive procurement through contracting with a diverse supplier pool.
- On implementation, the Secretariat noted the importance of being context driven. Broader engagement of stakeholders in communities was noted as critical. The Secretariat was encouraged to work with WHO and leverage their gender framework which represents a tool and an opportunity to provide best practices to WHO member states.
- Board members referred to the setback on women's livelihoods stemming from COVID-19 highlighting the importance of advocating for sex disaggregated data in the context of COVID-19 to better understand trends, the impact on gender equality and on sexual and reproductive health and rights. It was also noted that COVID-19 tests were being preferentially offered to men in some countries.
- In order to achieve Gavi 5.0 goals to reach every child, it will be essential to take a gender lens and to take on board all learning, evaluations, and best practices. In relation to indicators on gender related barriers, the Secretariat noted it would leverage the gender Equity Reference Group (ERG) to develop the right metrics to measure progress on gender related programming, including community driven data for gender.

Decision 12

The Gavi Alliance Board:

Approved the revised Gavi Alliance Gender Policy attached as Annex B to Doc 07.

8. Review of decisions

- 8.1 Philip Armstrong, Director of Governance and Secretary to the Board, reviewed and agreed the decisions with the Board.

9. Closing remarks and review of Board workplan

- 9.1 The Chair expressed her thanks and appreciation to the Board for a productive meeting.
- 9.2 Philip Armstrong expressed his deepest appreciation to the Board for their farewell tributes. He also thanked Dr Ngozi, Dr Berkley and Ms Gupta for their extraordinary leadership, noting that serving Gavi's noble mission had truly been a privilege and an honour.
- 9.3 After determining there was no further business, the meeting was brought to a close.

Dr Ngozi Okonjo-Iweala
Chair of the Board

Mr Philip Armstrong
Secretary to the Board

Attachment A

Participants

Board members

- Ngozi Okonjo-Iweala, Chair
- Sarah Goulding, Vice Chair
- Omar Abdi (Day One)
- Afsaneh Beschloss
- Maty Dia (Day Two)
- Ferozuddin Feroz
- Daniel Graymore
- Margaret (Peggy) Hamburg
- Myint Htwe (Day One)
- Mahamoud Youssouf Khayal
- Zsuzsanna Jakab
- Noor Khan (Alternate)
- Orin Levine
- Francesca Manno
- Marta Nunes
- Jan Paehler
- Muhammad Pate (Day One)
- Sai Prasad
- Helen Rees
- Teresa Ressel
- William (Bill) Roedy
- David Sidwell
- Susan Silbermann
- Yibing Wu
- Stephen Zinser
- Seth Berkley (non-voting)

Regrets

- Kwaku Agyeman-Manu
- Edna Yolani Batres
- Amir Aman Hagos
- Harriet Pedersen
- Arsen Torosyan

Alternates Observing

- Megan Cain
- Carmen Coles Tull
- Mahima Datla
- Susan Elden
- Asaad Hafeez (Day Two)
- Etleva Kadilli
- Jacqueline Lydia Mikolo
- Violaine Mitchell
- Kate O'Brien
- Michael Kent Ranson
- William Schluter
- Bounkong Syhavong
- Tamaki Tsukada
- Joan Valadou
- An Vermeersch
- Rafael Vilasanjuan

ADDITIONAL ATTENDEES

EVALUATION ADVISORY COMMITTEE

Ms Nina Schwalbe, Principal, Spark Street Consulting and EAC Chair

IFFIm

Mr Cyrus Ardalan, Chair, IFFIm Board of Directors
Bertrand de Mazières, IFFIm Board Member
Ms Doris Herrera-Pol, IFFIm Board Member
Ms Fatimatou Diop, IFFIm Board Member
Jessica Pulay, IFFIm Board Member
Helge Weiner-Trapness, IFFIm Board Member

CEPI

Richard Hatchett, CEO

BILL AND MELINDA GATES FOUNDATION

Ms Julie Bernstein, Deputy Director, Program, Advocacy and Communications
Mr Nima Abbaszadeh, Program Officer, Global Delivery Programs

WORLD BANK

Ms Diane Wu, Health Financing Specialist
Mr Benjamin Carcani, Trust Fund and Relationship Officer
Ms Clementine Murer, Health Financing Consultant
Ms Sarah Alkenbrack, Senior Health Economist

UNICEF

Ms Heather Deehan, Chief, Vaccine Centre, Copenhagen
Dr Robin Nandy, Principal Advisor and Chief of Immunizations, New York
Dr Benjamin Schreiber, Deputy Chief of Immunizations, New York

WORLD HEALTH ORGANIZATION

Ms Lidija Kamara, Programme Manager, Department of Immunization, Vaccines & Biologicals (IVB)

DEVELOPING COUNTRY GOVERNMENTS

Cameroon

Mr Emmanuel Maina Djoulde, Inspector General, Administrative Services, Ministry of Public Health

Ethiopia

Dr Lia Tadesse, Minister of Health

DONOR GOVERNMENTS

Australia

Mr Michael Newman, Assistant Director, Health and Education Funds, DFAT
Ms Naomi Dumbrell, Counsellor Health and Environment, DFAT, Permanent Mission of Australia to the UN, Geneva
Ms Niamh Dobson, Senior Policy Officer, Health and Education Funds, DFAT

Canada

Ms Danielle Hoegy, Senior International Development Officer, Global Affairs Canada
Amb Leslie Norton, Ambassador and Permanent Representative of Canada to the UN, Geneva
Ms Niloofer Zand, Senior Advisor, Health and Nutrition, Global Affairs Canada

European Commission

Ms Gabriella Fesus, Head of Unit, Culture, Education, Health, International Cooperation and Development

Finland

Ms Outi Kuivasniemi, Deputy Director for International Affairs, Ministry of Social Affairs and Health

France

Ms Aurélie Jousset, Expert, Global Health, Gavi & Vaccine Policy, Ministry for Europe and Foreign Affairs
Mr Lionel Vignacq, Head of Global Health Partnership Unit, Ministry for Europe and Foreign Affairs

Germany

Mr Daniel Kohls, Global Health Policy Advisor, GIZ
Ms Lorena Fuehr, Global Health Advisor, GIZ
Mr Alexander Freese, Senior Policy Officer, Health, Population Policy and Social Protection, BMZ
Ms Camilla Gendolla, Senior Policy Officer, Health, Population Policy and Social Protection, BMZ
Ms Ilse Hahn, Head of Division, Health, Population Policy and Social Protection, BMZ
Ms Judith Soentgen, Counsellor, Development Policy, Permanent Mission of the Federal Republic of Germany to the UN and other International Organisations, Geneva

Ireland

Ms Emma Warwick, Development Specialist, Global Health, Department of Foreign Affairs and Trade
Mr Fergal Horgan, Global Health and Nutrition Advisor, Permanent Mission of Ireland to the UN, Geneva

Italy

Mr Diego Cimino, Head of Section for International Organizations, Multilateral Unit, Ministry of Foreign Affairs and International Cooperation
Mr Gianmarco Coccozza, Adviser, Office of Development Cooperation, International Financial Relations Directorate
Department of Treasury, Ministry of the Economy and Finance

Japan

Mr Takayuki Okubo, Deputy Director, International Affairs Division, Ministry of Health, Labour and Welfare

Republic of Korea

Ms Dasom Shin, Second Secretary, Multilateral Development Cooperation and Humanitarian Assistance Division, Ministry of Foreign Affairs

Mr Rok Song, EIS officer and VPD team lead, Center for Infectious Disease Control, Korea Centers for Disease Control & Prevention

Mr Taijin Kim, Political Attache, Humanitarian & Development Unit, Permanent Mission of the Republic of Korea to the UN, Geneva

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Ms Hanke Nubé, Senior Health Advisor and Thematic Expert Gender and Health, Ministry of Foreign Affairs

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Mr Stuart Dymond, Special Adviser, New Zealand Permanent Mission to the UN, Geneva

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Portugal

Mr Vitor Martins, Gavi Focal Point, Ministry of Health

Russian Federation

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Ms Ayesha Ragnathan, Programme Manager for Gavi, Global Funds Department, DFID

Ms Sophie Bracken, Innovative Finance Policy Adviser, Global Funds Department, DFID

United States of America

Ms Elizabeth Noonan, Immunization Advisor, USAID

Ms Sheri-Nouane Duncan-Jones, USAID Representative, Permanent Mission of the US to the UN, Geneva

VACCINE INDUSTRY – INDUSTRIALISED

Dr Joan Benson, Executive Director, Public Health Partnerships, Merck

Dr Lamia Badarous Zerroug, Vaccines Public Affairs Head, Sanofi Pasteur

Dr Laetitia Bigger, Director, Vaccines Policy, IFPMA

Ms Ariane McCabe, Director, Global Health and Public Affairs, GSK

Ms Cinthya Ramirez, Director, Multilateral Engagement, Pfizer Inc

Ms Judith Kallenberg, Senior Director External Affairs, Global Public Health, Johnson & Johnson

VACCINE INDUSTRY – DEVELOPING

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Ms Lubna Hasmat, CEO, Civil Society Human and Institutional Development Programme, CHIP

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Ms Shakia Bright, Public Health Advisor, Global Immunization Division, CDC

Ms Rebecca Martin, Director of Center for Global Health, CDC

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Mr Muluken Desta, Special Adviser to the Anglophone Africa constituency
Dr Rolando Pinel, Special Adviser to the PAHO constituency
Ms Ruzan Gyurjyan, Special Adviser to the EURO constituency
Dr Khant Soe, Special Adviser to the SEARO & WPRO constituency
Dr Pratap Kumar Sahoo, Special Adviser to the EMRO constituency
Mr Oulech Taha, Special Adviser to the Francophone & Lusophone Africa constituency
Ms Amy Whalley, Special Adviser to the CSO constituency
Ms Carol Piot, Special Adviser to the IFFIm Board

OTHER OBSERVERS

Ms Lori Sloate, Senior Director, Global Health, UN Foundation
Ms Martha Rebour, Executive Director, Shot@Life, UN Foundation