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## Report of the Chief Executive Officer

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30 May 2024

Dear Members of the Board

It has been a little over two months since I took post, but we have already achieved much together to lay the foundations for the strengthening of our Secretariat and for the successful replenishment that we need to make the Gavi 6.0 strategy a success. It is my pleasure to submit this report ahead of our June meeting, at which you will set the broad parameters of that 6.0 strategy.

The report is organised in two parts. The first part deals with the immediate actions I have taken over the past two months to execute against the five urgent priorities I identified after my first ten days at Gavi. The second part sets out the objectives and outline of my 180-day plan, guided by evidence gathered and analyses undertaken over the past two months, that will optimise the capabilities of the Secretariat to deliver on our 5.1 goals, and prime the organisation to execute the Gavi 6.0 strategy and beyond.

### **The first two months: progress against five priorities**

#### ***1. Supporting the development of Gavi's sixth strategy: Gavi 6.0***

Supporting the development of the Gavi 2026–2030 Strategy (Gavi 6.0), the organisation's sixth five-year strategic cycle, has been an overriding priority since my first day at Gavi.

On my fourth day in the office, I convened a '**Gavi 6.0 Step Back**' full-day workshop, with a series of follow-up meetings, which then informed a **daily workplan**. This plan has been followed in earnest, ensuring the teams were able to present detailed analyses to support the Board retreat trade-off discussions, inform the Programme and Policy Committee (PPC) deliberations, and ultimately support an informed discussion at the Board meeting.

My primary focus in supporting the Secretariat teams has been to create room to acknowledge the difficult trade-offs required in certain areas, and to **provide a space in which Board members feel free to express differences of opinions**. A durable consensus must be born of open communication and transparency.

I have been steadfast in ensuring the Secretariat's role is to provide the analyses and information to inform Board discussions and decisions, but not to forge consensus. This requires the Secretariat to provide **transparent information with granular analyses**. This is a critical priority for me, and I have been working with the teams to

provide greater visibility on Gavi 6.0 costing and the underlying assumptions; the Pandemic Vaccine Pool (PVP) balance and repurposing; as well as the estimated resources available for Gavi 6.0, including clarifying the level of uncertainty on the current forecasts. I have also focused on ensuring there is clarity on the country impact of policy decisions, with a particular focus on the co-financing burden for individual countries.

I was very encouraged by the **spirit of frank yet constructive discussion** that was in welcome evidence at our retreat in Evian, and which has been a feature of our deliberations since – including during the recent PPC on 15–16 May. I look forward to the Board discussions building on these rich dialogues.

**Gavi 6.0 presents key shifts** that I look forward to further working through as we look to operationalise the strategy. A greater focus on countries and on communities, including those affected by fragility, conflict and humanitarian situations; rethinking Gavi's eligibility, transition and co-financing model; leveraging lessons from COVAX to inform Gavi's role in pandemic prevention, preparedness and response (PPPR); and the chance to formulate an updated vision for Gavi's catalytic role in health systems present exciting opportunities where I will lean in to drive delivery.

## **2) Ensuring a successful replenishment**

We are now rapidly approaching the **launch of Gavi's Investment Opportunity (IO) on 20 June**, at *Protecting Our Future: The Global Forum for Vaccine Sovereignty and Innovation* co-hosted in Paris by France and the African Union. The event will officially kick off the road to Gavi's replenishment, and our teams are working closely with our French and African Union counterparts to put in place the final preparations for the event.

To date, I have **interacted intensively with key donors and partners**, including during recent visits to Brussels, Paris, London, Seattle, New York, Ottawa and Berlin, as well as meetings with most donor country permanent representatives in Geneva. I have also attended key events, including most recently the meeting of the G7 Finance ministers in Stresa, Italy, as well as the Global Health Solutions Summit, the EU-AU High-Level Summit and the Global Citizen NOW event. The World Health Assembly (WHA) has been a further opportunity to advocate for immunisation and Gavi's role in the context of the 50th anniversary of the WHO's Essential Programme on Immunization (EPI), as well as Immunization Agenda 2030 (IA2030), SDGs and PPPR. This engagement will only intensify as we look to secure support from donors to fund the Alliance's work to 2030.

Geopolitical tension, continued uncertainty about the global macroeconomic outlook, competing priorities, a broad retrenchment in official development assistance (ODA) spending, and a raft of elections worldwide all add layers of complexity to our planning and fundraising efforts. With that said, it is also clear from my many engagements, as well as from recent public comments from the Norwegian Prime Minister and the UK

Foreign Secretary, that Gavi **remains central to the core strategies of many of our key donors.**

As we approach the launch of our IO as well as the African Vaccine Manufacturing Accelerator (AVMA), I am engaging closely with our teams and partners to sharpen our narrative, and hone and amplify our key messages. With the **arguments and evidence on our side**, I am cautiously optimistic about replenishment, noting we are embarking on this journey in unprecedented times.

### ***3) Addressing burning issues within the Secretariat***

I have focused on **addressing the burning issues** within the Gavi Secretariat, setting up daily monitoring, deep-dive sessions and systematic briefings to ensure progress and resolution.

One of the most pressing issues has been reviewing the Secretariat staff and resource needs with the aim of providing stability and adequate notice to those colleagues on **consultant contracts**, as well as informing any rebalancing required between consultancy and staff contracts to sustainably cover ongoing core needs. I approved the extension of long-term consultancy contracts through the end of 2024 to ensure there is adequate time to work through the wider resourcing needs and organisational structures. The detailed analysis required to inform Secretariat resource needs is now well underway under my instruction and direct supervision. I have also engaged with staff on this issue in an open and transparent way, with an all-staff townhall meeting on 17 May, and regular internal communications over the past month. My overarching objective is to ensure that the Secretariat workforce, regardless of their contract type, is treated fairly and with transparency.

I have also started the process to set up a **central repository of internal guidance documents** under the oversight of the Ethics, Risk & Compliance Office. This will form the basis for an aligned, transparent and comprehensive set of internal guidance and policy documents to enable clear accountabilities and ensure there are appropriate checks and balances in place. I have also asked Audit & Investigations to undertake a **review of our key HR policies** with a focus on recruitment and selection, to ensure we are committing to the highest levels of transparency, fairness and accountability.

My ambition is to **democratise the organisational culture**, fostering support, collaboration and inclusivity. To support this, I have reviewed the **Staff Council** charter and will be working with them to ensure it adequately protects their independence and objectivity. I will have direct engagement with the Staff Council going forward. I am also monitoring the hiring of an **Ombudsperson** through an open competitive process as a priority.

Given the importance of the **EVOLVE project** in delivering the end-to-end redesign of Gavi's grant management processes, I have held a series of deep-dive sessions with the team. I have identified a need to restructure and revamp the project, leveraging the lessons learned to date and the findings from the first phase of the internal audit. I

will continue to prioritise engagement to ensure the project can deliver the required benefits.

I have also been engaging closely with teams to develop and implement relevant **dashboards and reports** to allow for more real-time monitoring, oversight and learnings. My initial focus has been on ensuring systematic visibility on financial data and performance, and I am pleased that this is advancing well.

There has been important progress on **filling key leadership positions**. Following my note on 17 May, I am pleased to welcome our new General Counsel, Andrea Antonelli, and Interim Chief Financial Officer (CFO) François Note. Both Andrea and François were recruited during David's tenure as interim CEO, and I thank David for his support in the role of acting CFO, alongside his other duties; and Maria Thestrup, who served as acting General Counsel in addition to her role leading our Ethics, Risk & Compliance Office. Both Andrea and François will be based in Geneva and will report to me from 1 June 2024. The open search for a permanent CFO is underway, with the position currently being publicly advertised; and the COO position will also shortly be advertised.

#### ***4) Strengthening the capacities of the Office of the CEO***

I am working with the Office of the CEO (OCEO) team to ensure that **processes, systems and structures** are in place to support efficient operations and effective oversight, and to enable agile leadership on emerging areas.

I have instigated the initial phases of my **'delivery cascade' and delivery system dashboard** in the OCEO to ensure the systematic identification, capture and follow-up of key priorities. I will fully institutionalise this approach over the coming months to promote transparency and self-accountability and enhance informed decision-making.

I have also developed an **OCEO manual** which encompasses a set of standard operating procedures. These are being implemented and shared with the wider organisation to ensure there are clear and consistent processes in place to enhance efficiency and clarify accountabilities.

#### ***5) Listening, learning, engaging and planning***

The past two months have been a period of intensive and focused engagement and listening across the following areas:

- **Gavi implementing countries**, including through high-level visits to fragile settings in Central African Republic and Nigeria that yielded concrete improvements to our support for country priorities; and throughout WHA, which also provided numerous opportunities for engagement with country delegations and partners.

- **Secretariat teams**, getting to know the inner workings of the organisation, including meeting with every team and most forums/groups, and regular meetings with the Senior Leadership Team.
- **Core Alliance partners** at all levels, from Director-General to country and subnational teams.
- **Wider partners**, including eight separate engagements with my counterpart at the **Global Fund** to advance our collaboration putting countries at the centre, in line with the principles of the Lusaka Agenda. I have also engaged extensively with our private sector partners (including meeting with innovators in San Francisco and the International Federation of Pharmaceutical Manufacturers and Associations) and representatives from civil society organisations.

I particularly want to thank every member of the Gavi Board for their support throughout this process. I have now had the pleasure of meeting and engaging with almost all of you in person and working with some of you closely over the past two months. Your insights and guidance have been invaluable as we navigate this crucial period for the organisation.

### **My 180-day plan: a vision to drive change and deliver impact**

Expanding on my initial five key priorities and informed by the past two months of deep immersion in Gavi's structure and ways of working, I have identified a set of core priorities that form my 180-day plan. These priorities will strengthen the capabilities and culture of the Secretariat, ensuring the organisation can continue to deliver on Gavi 5.1 and setting it up to deliver on Gavi 6.0.

These objectives are designed to drive impact in the short and medium term; to complement the existing execution plan for 5.1, including the programmatic must-wins and Senior Leadership Team objectives; and to institutionalise key changes to organisational culture and ways of working that reflect my values as a leader.

The plan is organised based on five priority areas. The objectives of each of these areas and some of the key outcomes are summarised below. **The detailed plan is currently under review and will be accessible on BoardEffect once finalised.** Although many of these objectives are intended to have an immediate impact, the process of transformation and the full realisation of each objective can and should continue far beyond the initial six-month period. The end of September will mark the end of the 180-day period and provide an opportunity to take stock of progress and allow us to create roadmaps for longer-term implementation.

## 1. Setting Gavi's next five-year strategy and making the case for investment

Priority actions and approach	Key 180-day outcomes
Agree an ambitious strategy for Gavi's 6.0 period which accelerates our impact by ensuring the next billion children are vaccinated in half the time and execute a successful external replenishment campaign that ensures the strategy is fully funded	<ol style="list-style-type: none"> <li>1. Reach Board agreement on Gavi 6.0 'one-pager'</li> <li>2. Agree a clear action plan to deliver the underlying structural elements to operationalise the strategy</li> <li>3. Launch the 6.0 Investment Opportunity in Paris, backed by an extensive replenishment campaign to secure funding</li> <li>4. Accelerate plans to develop next generation of Multilateral Development Bank partnerships</li> </ol>

## 2. Transforming country engagement and building partnerships

Priority actions and approach	Key 180-day outcomes
<p>Accelerate progress towards programmatic must-wins and ensure delivery of Gavi 5.1, leveraging country-specific strategies.</p> <p>Start operationalisation of Gavi 6.0, including updated Health System Strategy and ELTRACO policies.</p> <p>Bew Health System Strategy focused on Gavi's catalytic role to ensure resources are used for maximum impact based on country-specific strategies, leveraging innovative financing instruments to ensure sustainable adoption of proven solutions.</p> <p>Enhance partnership model, and deepen collaboration with the Global Fund and Global Financing Facility (GFF), taking forward the Lusaka Agenda</p>	<ol style="list-style-type: none"> <li>1. Accelerate progress on must-wins</li> <li>2. Undertake country deep-dives and high-level missions, and develop approach for country-by-country priority setting (with partners)</li> <li>3. Gavi 6.0 operationalisation commenced with clear workplan and oversight mechanism, including approach to Partners' Engagement Framework (PEF), Alliance ways of working and cross-cutting approach to climate change</li> <li>4. Health System Strategy ready to go to PPC in October 2024</li> <li>5. Proposed innovative financing instrument conceptualised and designed ('Innovation Scale-Up Fund')</li> <li>6. Approach to enhance visibility and reporting of on-ground operations agreed, including use of remote temperature monitoring tools, and health system and cold chain performance data</li> <li>7. Develop targeted approach to support countries affected by fragility, conflict and humanitarian situations</li> <li>8. Identify approaches to improve end-to-end vaccine supply management; establish dose-sharing coordination mechanism for mpox for DRC</li> <li>9. Create a focal point for partnerships; deepen collaboration with Global Fund and GFF; develop a joint workplan and joint working group for Lusaka Agenda shifts; engagement</li> </ol>



	<p>with the African Union and Africa CDC to implement the memorandum of understanding (MOU)</p> <p>10. Review current engagement and partnerships with civil society organisations (CSOs)</p>
<b>3. Revitalising the culture and effectiveness of the Secretariat</b>	
<b>Priority actions and approach</b>	<b>Key 180-day outcomes</b>
<p>Democratise Gavi's culture, fostering support, collaboration and inclusivity</p> <p>Redesign organisational and management structures, including decision-making framework, to enhance efficiency, clarify accountabilities, and enable agile and responsive leadership</p> <p>Institutionalise role of artificial intelligence (AI) in Secretariat processes to enhance efficiencies</p>	<ol style="list-style-type: none"> <li>1. CEO value statement and engagement framework, aligned with culture journey and action plan</li> <li>2. Clarification of Staff Council charter, and regular engagement with Staff Council</li> <li>3. Ombudsperson recruited through competitive process</li> <li>4. New organisational structure to be informed by independent review</li> <li>5. Update Senior Leadership Team and internal governance structures</li> <li>6. Update and clarify decision-making framework</li> <li>7. Creation of central policy repository and plan to review and update documents</li> <li>8. Launch of operational and strategic risk registers to enhance identification, assessment and monitoring of material risks</li> <li>9. Update key HR policies informed by independent review</li> <li>10. Open recruitment process for permanent CFO and COO roles</li> <li>11. Final decision on departmental organisational structures and approach to consultants, including clear communication to consultants</li> <li>12. Solution Space established in the OCEO to accelerate key priorities and initiatives including EVOLVE, partner data exchange and OCEO data and information hub</li> <li>13. Delivery cascade and delivery system dashboard established and operational</li> <li>14. Development of clear and transparent OCEO procedures</li> <li>15. AI initiative established to define scope and use of AI, including implementation of priority tools</li> </ol>

#### 4. Driving opportunities for women and girls

Priority actions and approach	Key 180-day outcomes
<p>Promote gender equality and support the advancement of women within the Secretariat and implementing countries</p> <p>Drive implementation of the Gavi Gender Policy to address gender-related barriers to immunisation, as well as seeking to build capacity, boost training and empower health workers (who are predominantly women)</p> <p>Review Secretariat policies to ensure they are creating a supportive and inclusive environment for women</p>	<ol style="list-style-type: none"> <li>1. Accelerate progress in implementing the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy and workplan</li> <li>2. Engage the Gender Technical Working Group (GTWG); Staff Council; Justice, Equity, Diversity and Intersectionality (JEDI) group; and Affinity Groups to inform priorities for updating Secretariat policies – including diversity, equity and inclusion (DEI)</li> <li>3. Develop an advisory body with internal and external stakeholders to inform and drive this work</li> <li>4. Develop approach to build capacity, boost training and empower women health workers; advocacy for health worker remuneration</li> </ol>

#### 5. Reimagining the future of immunisation for humanity

Priority actions and approach	Key 180-day outcomes
<p>Inform and shape the future of immunisation through the creation of an advisory body, the development of a digital investment roadmap, and leveraging learnings and experience from vaccine-preventable disease (VPD) outbreaks and COVID-19 pandemic to inform Gavi's role in global health security</p>	<ol style="list-style-type: none"> <li>1. Create the Immunisation for Humanity Advisory Body to bring forward-looking insights and challenge on the role of immunisation for humanity and clarify Gavi's role in an envisaged transformation</li> <li>2. Develop the Gavi Digital Investment Roadmap which includes investments in certain technologies (e.g. blockchain)</li> <li>3. Define and align on Gavi's role in global health security and future health emergencies building on lessons learned and expertise from VPD outbreaks and COVID-19 pandemic</li> </ol>