

SUBJECT:	CONSENT AGENDA: BOARD/COMMITTEE MEMBER NOMINATIONS
Report of:	Debbie Adams, Managing Director, Law and Governance
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Agenda item:	02a
Category:	For Decision
Strategic goal:	Alliance operations

Section A: Overview

1. Purpose of the report

- 1.1 This report sets out recommendations for Board and committee membership.
- 1.2 The Governance Committee will meet on 9 December to review nominations received which are on the Consent Agenda for the Board meeting.

2. Recommendations

- 2.1 On 9 December 2014, the Governance Committee will consider recommending to the Board that it:
 - a) **Appoint** the following Board Members:
 - **David Sidwell** as an Unaffiliated Board Member in the seat currently held by George W. Welde, Jr effective 1 January 2015 and until 31 December 2017
 - **Gunilla Carlsson** as an Unaffiliated Board Member in the seat currently held by Ashutosh Garg effective 1 January 2015 and until 31 December 2017
 - **Seif Seleman Rashid** of Tanzania as Board Member representing the developing country constituency in the seat currently held by Ruhakana Rugunda of Uganda effective 1 January 2015 and until 31 December 2017

- **Khaga Raj Adhikari** of Nepal as Board Member representing the developing country constituency in the seat currently held by A.F.M. Ruhul Haque of Bangladesh effective 1 January 2015 and until 31 December 2017
 - **Bahar Idriss Abu Garda** of Sudan as Board Member representing the developing country constituency in the seat currently held by Suraya Dalil of Afghanistan effective 1 January 2015 and until 31 December 2017
 - **Jan Paehler** of the European Commission as Board Member representing the France, Luxembourg, European Commission, and Germany donor constituency in the seat currently held by Walter Seidel of the European Commission effective immediately and until 31 December 2014
 - **Mariam Diallo** of France as Board Member representing the France, Luxembourg, European Commission, and Germany donor constituency in the seat currently held by Walter Seidel of the European Commission effective 1 January 2015 and until 31 December 2015
 - **Beate Styrø** of Norway as Board Member representing the Norway, Denmark, Netherlands, and Sweden donor constituency in the seat currently held by Anders Nordström of Sweden effective 1 January 2015 and until 31 December 2016
 - **Clare Walsh** of Australia as Board Member representing the United States, Australia, Korea, and Japan donor constituency in the seat currently held by Jenny Da Rin of Australia effective 1 January 2015 and until 30 June 2015
 - **Nick Dyer** of the United Kingdom as Board Member representing the United Kingdom, Canada, and Ireland donor constituency in the seat currently held by Donal Brown of the United Kingdom effective immediately and until 31 December 2014, at which point the seat would revert to Donal Brown until 1 July 2016.
- b) **Delegate to the Chair**, due to exceptional circumstances concerning Donal Brown's involvement in DFID's Ebola response, the authority to extend Nick Dyer's term as Board member if required up to and including 11 June 2015, after which the seat would revert to Donal Brown until 1 July 2016.
- c) **Reappoint** the following Board Member:
- **Angela Santoni** of Italy as Board Member representing the Italy and Spain donor constituency until 31 December 2015.

- d) **Exceptionally extend** the term of the following Board Member:
- **Wayne Berson** as an Unaffiliated Board Member until 31 December 2015.
- e) **Appoint** the following Alternate Board Members:
- **Violaine Mitchell** as Alternate Board Member to Orin Levine representing the Bill & Melinda Gates Foundation in the seat currently held by Steve Landry effective immediately and until her successor is appointed
 - **Kesetebirhane Admasu** of Ethiopia as Alternate Board Member to Seif Seleman Rashid of Tanzania representing the developing country constituency in the seat currently held by Seif Seleman Rashid of Tanzania effective 1 January 2015 and until 31 December 2017
 - **Muhammad Ayub Sheikh** of Pakistan as Alternate Board Member to Bahar Idriss Abu Garda of Sudan representing the developing country constituency in the seat currently held by Salah Banoita Tourab of Djibouti effective 1 January 2015 and until 31 December 2017
 - **Eksavang Vongvichit** of Lao PDR as Alternate Board Member to Khaga Raj Adhikari of Nepal representing the developing country constituency in the seat currently held by Pe Thet Khin of Myanmar effective 1 January 2015 and until 31 December 2017
 - **Mariam Diallo** of France as Alternate Board Member to Jan Paehler representing the France, Luxembourg, European Commission, and Germany donor constituency in the seat formerly held by Emmanuel Lebrun-Damiens of France effective immediately and until 31 December 2014.
 - **Marcus Koll** of Germany as Alternate Board Member to Mariam Diallo representing the France, Luxembourg, European Commission, and Germany donor constituency in the seat formerly held by Emmanuel Lebrun-Damiens of France effective 1 January 2015 and until 31 December 2015.
 - **Wieneke Vullings** of the Netherlands as Alternate Board Member to Beate Stirø of Norway representing the Norway, Denmark, Netherlands, and Sweden donor constituency in the seat currently held by Beate Stirø of Norway effective 1 January 2015 and until 31 December 2016
 - **Sara Nicholls** of Canada as Alternate Board Member to Nick Dyer/Donal Brown of the United Kingdom representing the United Kingdom, Canada, and Ireland donor constituency in the seat formerly held by Micheline Gilbert of Canada effective immediately and until 1 July 2016.

- f) **Reappoint** the following Alternate Board Member:
- **Javier Hernández Peña** of Spain as Alternate Board Member to Angela Santoni of Italy representing the Italy and Spain donor constituency until 31 December 2015.
- g) **Appoint** the following to the Executive Committee effective 1 January 2015:
- Geeta Rao Gupta until 31 December 2015
 - A donor representative, to be confirmed verbally at the December meeting.
- h) **Reappoint** the following to the Executive Committee effective immediately:
- Wayne Berson until 31 December 2015.
- i) **Appoint** the following to the Governance Committee effective 1 January 2015 and until 31 December 2015:
- Gunilla Carlsson
 - Javier Hernández Peña
 - Seif Seleman Rashid in the seat currently held by Ruhakana Rugunda
 - Geeta Rao Gupta.
- j) **Appoint** the following to the Audit and Finance Committee effective immediately and until 31 December 2015:
- Esther Fox in the seat formerly held by Micheline Gilbert.
- k) **Appoint** the following to the Audit and Finance Committee effective 1 January 2015 and until 31 December 2015:
- David Sidwell.
- l) **Reappoint** the following to the Audit and Finance Committee effective immediately and until 31 December 2015:
- Wayne Berson.
- m) **Appoint** the following to the Programme and Policy Committee effective immediately and until 31 December 2015:
- Mariam Diallo
 - Violaine Mitchell in the seat currently held by Steve Landry.

- n) **Appoint** the following to the Programme and Policy Committee effective 1 January 2015 and until 31 December 2015:
- Kesete Admasu
 - Anders Nordström in the seat currently held by Lene Lothe.
- o) **Appoint** the following to the Evaluation Advisory Committee effective 1 January 2015 and until 31 December 2015: (subject to paragraph 3.7 below):
- Wieneke Vullings.
- p) **Reappoint** the following to the Evaluation Advisory Committee effective immediately and until 31 December 2015:
- Angela Santoni.
- q) **Reappoint** the following to the Investment Committee effective immediately and until 31 December 2015:
- Wayne Berson.

The minutes will note that candidates for these positions did not participate in discussion and voting on their nominations.

- 2.2 Any changes to the recommendations received after distribution of this paper will be updated verbally at the meeting.

3. Executive summary

Notification

- 3.1 On 18 March 2014, the Secretary circulated a note reminding Board members that Board and committee nominations would be due on 14 November. Reminders were sent to the Board on 18 July and 14 October.

Constituency processes

- 3.2 Board members representing eligible organisations (WHO, UNICEF, the World Bank, and the Bill & Melinda Gates Foundation) serve until their organisations inform Gavi that they would like to change them. The **Bill & Melinda Gates Foundation** informed the Chair of its intent to nominate Violaine Mitchell to serve as alternate Board member. In addition, the **World Bank** informed the Secretariat that it would propose a person to fill its vacant alternate seat at the June 2015 meeting.
- 3.3 The Recruitment Subcommittee has recommended appointing two new **unaffiliated Board members** who would take over from George W. Welde, Jr and Ashutosh Garg starting 1 January 2015: David Sidwell, former EVP and CFO of Morgan Stanley and Gunilla Carlsson, former Minister for International Development Cooperation of Sweden.

- 3.4 Following the WHO regional meetings, three developing country constituencies proposed new Board and alternate members.
- a) From the **Anglophone Africa** constituency, Seif Seleman Rashid, Minister of Health of Tanzania will move from the alternate seat to the Board seat while Kesete Admasu, Minister of Health of Ethiopia will serve as alternate Board member.
 - b) From the **Middle East** constituency, Bahar Idriss Abu Garda, Minister of Health of Sudan was chosen by his constituency to be the Board member and Muhammad Ayub Sheikh, Minister of Health of Pakistan was chosen as alternate.
 - c) From the **Asian** constituency, Khaga Raj Adhikari, Minister of Health and Population of Nepal was chosen by his constituency to be the Board member and Eksavang Vongvichit of Lao PDR was chosen as alternate.
- 3.5 In June 2012, Gavi's donors agreed in principle to formalise the operations of the constituencies and submitted a paper that outlined the principles to guide constituencies and the responsibilities of the lead convening donor.
- (a) **France, EC, Germany, Luxembourg:** On 24 October, the constituency informed the Board Chair of its new Board and alternate members. In its deliberations, the constituency had tried to address both the Board's desire for continuity while addressing its wish for an annual rotation principle to be consistently applied to the constituency's representation. Therefore, it is aiming at ensuring continuity in the individuals representing the members within the constituency but continue with the rotation in Board and alternate seats in every calendar year. Therefore, it has nominated members for the December Board meeting but concurrently proposed members to take over the seats starting on 1 January 2015.
 - (b) **Italy and Spain** informed the Secretariat that the incumbent Board member and alternate Board member should be renewed.
 - (c) **Norway, Denmark, Netherlands, Sweden:** On 11 November, the constituency informed the Secretariat of its new Board, alternate, and committee assignments. Of note, if its nominations are approved, the constituency will sit on the Governance Committee, Audit and Finance Committee, PPC, and Evaluation Advisory Committee. Though the By-Laws state the constituency should normally sit on between 1-3 Board committees, this does not include the Evaluation Advisory Committee which is covered by a different part of the By-Laws. Thus for purposes of this provision, this constituency will be serving only three applicable committees.

- (d) **United Kingdom, Canada, Ireland:** DFID has assigned Donal Brown to Sierra Leone to address the Ebola epidemic. Given the exceptional circumstances, the Board Chair has agreed that the UK, with the consent of the constituency, should forward the nomination of Nick Dyer, Director General for Policy and Global Programmes for DFID, to the Governance Committee to serve as Board member through the end of the year with Mr Brown retaking the seat afterwards. However, given the possibility of Mr Brown needing to remain in Sierra Leone after the end of the year, the constituency has also suggested that the Chair be delegated the authority to extend Mr Dyer's term up to and including 11 June 2015 to ensure there is continuous coverage. The decision proposed above covers this contingency.
- (e) **United States, Australia, Japan, Korea:** On 11 November, the constituency informed the Secretariat of its intention to nominate Clare Walsh as the Board member. The proposed term is to June 2015, which is when the constituency expects to rotate the Board seat to another of its members.

Evaluation Advisory Committee

- 3.6 The Evaluation Advisory Committee Charter states that it shall consist of a majority of independent experts and a minority of Board members. With interest from a new alternate Board member to join the EAC and Sania Nishtar's recent decision to step away from the committee, the result of making the appointment would be an equal number of Board/alternates and independent experts which would mean that the Committee is no longer made up of a majority of independent experts.

Programme and Policy Committee

- 3.7 The PPC Charter states that a majority of its members should be Board/alternates. Currently, there are 6 Board/alternate members and 9 delegates. With the nominations in this paper, there will be 8 Board/alternates and 9 delegates.

4. Risk implication and mitigation

- 4.1 There are no apparent risks.

5. Financial implications: Business plan and budget

- 5.1 There are no financial implications.

Section B: Implications

6. Impact on countries

- 6.1 There is no programmatic impact on GAVI-eligible countries.

7. Impact on GAVI stakeholders

7.1 There is no impact on stakeholders.

8. Impact on Secretariat

8.1 There is no impact on the Secretariat.

9. Legal and governance implications

9.1 Governance implications are covered throughout this paper.

10. Consultation

10.1 Consultations are noted in section 3.

11. Gender implications

11.1 The Board gender guidelines state that the Board is gender-balanced if the ratio of men to women is within 60%-40%. The Board currently has 18 men (64%) and 10 women (36%). 10 alternates are men (63%) and 6 are women (37%), plus two seats are vacant.

11.2 As of 1 January 2015, on the information available to date, the Board would be composed of 16 men (57%) and 12 women (43%). 10 alternates would be men (59%) and 7 would be women (41%), with one seat vacant.

Section C: Biographies

12. Board members

12.1 **David Sidwell** is Senior Independent Director and Chair of the Risk Committee of UBS, where he is also a member of the Governance and Nominating Committee. Mr Sidwell is also a Director and Chairperson of the Risk Policy and Capital Committee of Fannie Mae in Washington, DC, and a senior advisor at Oliver Wyman in New York. He is a board member and serves on the Audit Committee of Ace Limited, Chairman of the Board of Village Care in New York, and a Director of the National Council on Aging in Washington, DC. Mr Sidwell previously served as Executive Vice President and CFO of Morgan Stanley. Before joining Morgan Stanley he worked for JPMorgan Chase & Co., where, in his 20 years of service, he held a number of different positions, including controller and, from 2000 to 2004, CFO of the Investment Bank. Prior to this, he was with Price Waterhouse in both London and New York. Mr Sidwell graduated from Cambridge University and qualified as a chartered accountant with the Institute of Chartered Accountants in England and Wales.

12.2 **Gunilla Carlsson** is a center-right politician born 1963 in Sweden, with extensive experience of domestic, EU and international politics and negotiation. She was an elected Member of Swedish Parliament and

Minister of International Development Cooperation 2006-2013. Gunilla's career in politics include; 1st vice Chair of conservative party, member of European Parliament, 1995-2002, Vice Chair of European Peoples Party (EPP), Member of World Bank Gender Advisory Council, Chair of Swedish initiated Commission on Climate Change and Development ahead of Copenhagen 2009. UN Secretary General Ban Ki-Moon appointed her to the high level panel for global sustainability ahead of conference in Rio de Janeiro 2012 and also to the high-level panel for global development goals post 2015. Gunilla has worked with foreign policy, human rights, employment, research, security- and defence policy, development as well as economic commission work. In addition, she has experience and understanding of development and implementation of policy reforms and efficiency and accountability in complex organisations.

- 12.3 **Seif Seleman Rashid** is Minister of Health and Social Welfare of the United Republic of Tanzania. He also serves as Member of Parliament for the Rufiji constituency. Previously he served as Deputy Minister until his elevation to Minister in January 2014. Prior to this he was Director of Health for the Red Cross in Tanzania. For many years he served as Planning & Development Coordinator for the Ilala Municipality in Tanzania and has also served as an Assistant Medical doctor and a clinical officer. He has published articles on a wide range of topics including Diabetes, HIV, smoking habits, Hypertension, and non-communicable diseases. Minister Rashid has a PhD in medical science from the University of Newcastle upon Tyne, a Masters in International Health from Queen Margaret College, and an Advanced Diploma in clinical medicine from the KCMC Medical School, Tanzania.
- 12.4 **Khaga Raj Adhikari** is Minister of Health and Population of Nepal. He is a life member of the Red Cross Society and founding president of the National Lake Conservation Committee. Prior to his appointment he served as a member of parliament from 1995-2000. He holds a bachelor's degree in economics and an MA in Nepali linguistics.
- 12.5 **Bahar Idriss Abu Garda** is Minister of Health of Sudan. He also serves on the Board of the Global Fund to Fight AIDS, Tuberculosis, and Malaria.
- 12.6 **Jan Paehler** leads the team working on Global Health Initiatives in the European Commission's Directorate General for Development Cooperation. Jan is a medical doctor and a Master in Health Systems Management. Jan spent five years in Ghana. First in clinical service for the Ghana Health Service in a government hospital in Accra, then overseeing grants in the local USAID office as its Child Health and Infectious Diseases Advisor. Before moving to the European Commission, Jan worked for the Advisory Council on Developments in the Health Care System, the major think tank on health systems advising the German Minister of Health.
- 12.7 **Mariam Diallo** is Assistant Director for Health, Food Security and Human Development at the French Ministry of Foreign Affairs. She served as a diplomat at headquarters in Paris (Middle East and North Africa Department) and abroad (Political advisor at the Embassy of France in

Israel from 2007 to 2011, Negotiator on Security Council issues in the Permanent Representation of France to the United Nations in New York from 2011 to 2014). She is a graduate of the Political Studies Institute of Aix en Provence.

- 12.8 **Beate Stirø** joined the Norwegian Ministry of Foreign Affairs in 1990. She was appointed Policy Director, Global Health Issues in the Section for Climate Change, Global Health and Sustainable Development in August 2013. When posted to the Permanent Mission of Norway in Geneva from 2007 -2013, she was responsible for Norway's engagement with the Human Rights Council during four years, before taking over the global health portfolio. She then served as a member of UNAIDS Programme Coordinating Board, alternate member of UNITAID Executive Board and assisted the Norwegian membership of WHO Executive Board. She has been posted to the Norwegian Embassy in Buenos Aires (1995-1999) and has handled a broad range of issues while stationed in Oslo. She also attended the Royal Norwegian Defence College in 2007 and holds a Master Degree in Political Science from the University of Oslo.
- 12.9 **Clare Walsh** is the First Assistant Secretary of the Multilateral Development and Partnerships Division in the Department of Foreign Affairs and Trade (DFAT). Ms Walsh led the development work of the G20 throughout Australia's Presidency in 2014. She is responsible for Australia's engagement in international efforts to design the post-2015 development agenda and the related global debates on development finance. She manages DFAT's relationships with key multilateral organisations, including the Multilateral Development Banks and global health, education and environment funds as well as DFAT's bilateral relationships with other donor countries. Ms Walsh also manages Australia's strategic engagement with development focused non-government organisations and the Australian Volunteers for International Development program. Ms Walsh has worked for the Australian Public Service since 1999 and has formerly held Senior Executive positions in the Department of Environment, and the Department of Climate Change. Ms Walsh's academic qualifications include a Bachelor of Arts, a Graduate Diploma in Environmental Studies, and a Masters of Management.
- 12.10 **Nick Dyer** was appointed Director General for Policy and Global Programmes at the Department for International Development in November 2013. He is responsible for overseeing DFID's policies, and its relationship with multilateral agencies including the EU and the UN. Before taking on the role Nick held a number of positions within DFID including; Director of Policy Division (2009 – 2013); Head of DFID Malawi (2006 – 2009); and Head European Union Department (2002 – 2006). He has a Masters in Economics from the University of York.
- 12.11 **Angela Santoni** is an immunologist with forty years of experience in biomedical research. She teaches Immunology and Immunopathology at the School of Medicine of the "Sapienza" University of Rome, where she heads the Department of Molecular Medicine. She presently is the

Scientific Director of the "Pasteur Institute - Fondazione Cenci Bolognetti" of Rome, a private non-profit foundation specialized in biomedical research. For several years she was a researcher at the Laboratory of Experimental Chemotherapy and Immunodiagnosis, and at the Biological Response Modifiers Program, of NCI-NIH, Bethesda. She is member of several national and international committees, with specific expertise in Molecular Biology. She is a member of several editorial Boards of scientific publications in Europe and the US, author in highly qualified international journals, and guest speaker in several national and international scientific congresses.

12.12 **Wayne Berson** is a Partner and the Chief Executive Officer of BDO USA, LLP. Prior to his election to this position, Mr Berson was BDO's Presiding Member of the Board, the Mid Atlantic Assurance Regional Managing Partner, the National Director of Not-for-Profit Services, and the Director of the Institute for Nonprofit Excellence. He is Chairman of the Global Board of Directors of BDO International, Ltd. Mr Berson holds accounting degrees from the University of Cape Town and the University of South Africa.

13. Alternate Board members

13.1 **Violaine Mitchell** is Deputy Director for Vaccine Delivery at the Bill & Melinda Gates Foundation where she leads the Country Immunization Programmes and Partnerships team. Prior to joining the Foundation in 2010, she worked as an independent consultant including as the Coordinator of the GAVI Alliance Financing Task Force (2000-06), which was responsible for Gavi's early work on national financial sustainability planning and global innovative financing. She previously worked at the Institute of Medicine, National Academy of Sciences, where she was the Study Director for a study on the Children's Vaccine Initiative and Assistant Study Director for the IOM Study on Malaria Prevention and Control. She has also spent a number of years working on integrated community development projects in the Middle East and North Africa. She has a BA in Development Studies from Brown University and an MSc in Tropical Public Health from the Harvard School of Public Health.

13.2 **Kesetebirhane Admasu** is currently serving as the Minister of Health (MOH) of the Federal Democratic Republic of Ethiopia. Prior to his appointment as Minister in November 2012, Dr. Kesete served as State Minister of Health, Program Sector and Director General of Health Promotion and Disease Prevention, General Directorate of MOH. In his capacities as State Minister and Director General, Dr. Kesete oversaw the health sector reform and led the implementation of the country's flagship program, the health extension program, which significantly expanded the coverage of public health services. Dr. Kesete has been spearheading the establishment of over a three million health development army (HDA) to ensure the massive social mobilization for health care service utilization, through participatory learning and action meetings. The HDA is regarded as the key vehicle that would help Ethiopia achieve its ambitious Five Year

Health Sector Development Programme's targets and Millennium Development Goals. He has also championed a number of innovative approaches in regards to delivering maternal and child health care services, task-shifting and implementation of large scale health care interventions such as the roll out of integrated community case management of childhood illnesses and insertion of single-rod implant through the health extension platform. While Chief Executive Officer of the largest public psychiatric facility in Ethiopia, H.E. Dr. Kesete's leadership in transforming how psychiatric services are delivered has become a model for scaling up and the delivery of mental health care in Ethiopia. Dr. Kesete has also been nominated as outstanding 2013 Harvard Health Leader which is part of the Ministerial Leadership in Health Program at Harvard University. A medical doctor by training with a Masters in Public Health, H.E. Dr. Kesete has dedicated his entire career to public service and scientific research focused on major public health problems in Ethiopia.

- 13.3 **Muhammad Ayub Sheikh**, currently serving as Secretary Ministry of National Health Services, Regulations and Coordination is one of the top civil servants of the country with a distinguished career spanning over 31 years. He belongs to the prestigious Pakistan Administrative Services and has held key administrative, management and judicial positions in his accomplished career. Among the key positions held by Mr. Sheikh are Chairman of the Employees Old age Benefit Institution, Member Judicial, Board of Revenue Sindh, Secretary I&G, Services and General Administration Department, Govt of Sindh. From 2006 to 2008, he served as Secretary to Chief Minister Sindh, Being the Head of the complete secretariat of the Chief Minister. His responsibilities included coordination on behalf of the Chief Minister with federal, other Provincial Governments, all departments/offices of Government of Sindh, all local governments, member of the cabinet and legislatures, foreign missions etc. He has also served as Member of the Sindh Service Tribunal adjudicating cases related to service matters of Government employees. Between 2003 and 2004 Mr. Muhammed Ayub Sheikh served as Special Secretary, Local Government Department, Government of Sindh, a position responsible for coordination with all tiers of local government in the province. Secretary Board of Revenue Govt of Sindh, Commissioner Sukkur Division, Deputy Commissioner Jacobabad, Sub-Divisional Magistrate Larkana-Kambar were other important positions held by him in his accomplished career. Mr. Sheikh is an MBA in Finance and Accounting, a law graduate and has completed the prestigious Excellence Leadership Course from Kennedy School of Government, Harvard-Boston, USA besides a number of advanced leadership programs in Public Policy and management.
- 13.4 **Eksavang Vongvichit** is Minister of Health for the Lao People's Democratic Republic. Prior to this he served as Deputy Minister of Health, Director General of Mittaphab Hospital and Chief of the Pediatric Department of Mahosot Hospital. He is also Professor and Chairman of Internal Medicine at the National University of Laos. He speaks English, French, Russian, and Vietnamese. Minister Vongvichit received his MD

from Hanoi Medical University and his Ph.D. on cardiology from Kharkov Medical Institute. A part from his professional educations, he has received a variety of trainings on health economy, social health insurance and political science administration.

- 13.5 **Mariam Diallo** (see above)
- 13.6 **Marcus Koll** is with the health department of the German Federal Ministry for Economic Cooperation and Development. For the last year he has served as a committee delegate on the Audit and Finance Committee.
- 13.7 **Wieneke Vullings** joined the Dutch Ministry of Foreign Affairs in April 2014. She serves as Senior Advisor Global Health in the Health and Aids section of the Directorate General for International Cooperation and Trade. Her main focus is on inclusive innovation and product development for global health and strategic planning, monitoring and evaluation. Before joining the Ministry, she worked over 12 years in the area of health, science, technology and innovation policy in the private sector. First as researcher and later as lead manager of the global practice life sciences and health at the advisory firm Technopolis Group. From 2007-2010 she acted as representative for the Technopolis Group in Brazil (São Paulo).
- 13.8 **Sara Nicholls** is the Deputy Director of the Nutrition Programming and Immunization team in the Government of Canada's Department of Foreign Affairs, Trade and Development (DFATD). Sara is responsible for DFATD's immunization policy and programming portfolio covering Gavi, polio, routine immunization/Child Health Days and supply chain - which comprises a key element of the Government of Canada's maternal, newborn and child health development priority. With the former Canadian International Development Agency (CIDA), Sara managed the Government of Canada's institutional relationships with the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Stop TB Partnership and the Global Partnership for Education, where all three faced reforms, replenishment and increased Canadian engagement. As the Board member representing Canada on the Coordinating Board of the Stop TB Partnership, Sara supported the Secretariat in the execution of their governance reform process. Before joining the public service, Sara spent five years working in Southern and Eastern Africa to develop strategic plans and programming for national governments to support youth engagement and HIV education in partnership with National Olympic Committees and National Sports Councils. Sara has a Collaborative Masters of Arts in Health Sciences/Sociology and Women's Studies from the University of Ottawa, where she was a Canadian Institute for Health Research Graduate fellow.
- 13.9 **Javier Hernández Peña** has been the Deputy Director General for Development Policies in the General Secretariat for International Development Cooperation at the Spanish Ministry of Foreign Affairs and Cooperation since 2012. Before this position, he was the Deputy Director General for Institutional Affairs in the Secretariat of State for the European Union. He has also had several diplomatic appointments worldwide and

was part of the negotiation of the Cotonou Agreement. Javier Hernández Peña has a degree in Law, specialised in European Community Law.