

SUBJECT:	BOARD AND COMMITTEE MEMBER NOMINATIONS
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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 the Governance Committee's recommendations for Board and committee membership.

2. Recommendations

- 2.1 On 9 June 2015, the Governance Committee recommended to the Board that it:
- a) **Appoint** the following Board Members:
- **William Roedy** as an Unaffiliated Board Member in the seat currently held by Maria C. Freire effective 1 August 2015 and until 31 July 2018.
 - **Blair Exell** of Australia as Board Member representing the Australia, Japan, Korea, and United States donor constituency in the seat formerly held by Clare Walsh of Australia effective immediately and until 30 June 2015.
 - **Katherine Taylor** of the United States as Board Member representing the Australia, Japan, Korea, and United States donor constituency in the seat formerly held by Clare Walsh of Australia effective 1 July 2015 and until 30 June 2018.
 - **Naveen Thacker** as Board Member representing the Civil Society Organisations constituency in the seat currently held by Joan Awunyo-Akaba effective 1 July 2015 and until 30 June 2016.¹

¹ Post meeting note: The paper should have listed a term of 1 July 2015 to 30 June 2017. The Board was made aware and approved the correct term.

- b) **Reappoint** the following Board Members:
- **HRH the Infanta Cristina of Spain** as an Unaffiliated Board Member until 30 June 2016.
 - **Yifei Li** as an Unaffiliated Board Member until 30 June 2018.
- c) **Appoint** the following Alternate Board Members:
- **Blair Exell** of Australia as Alternate Board Member to Katherine Taylor of the United States representing the Australia, Japan, Korea, and United States donor constituency in the seat currently held by Katherine Taylor effective 1 July 2015 and until 30 June 2018.
 - **Jo-Ann Purcell** of Canada as Alternate Board Member to Donal Brown of the United Kingdom representing the Canada, Ireland, and United Kingdom donor constituency in the seat currently held by Sara Nicholls of Canada effective 1 July 2015 and until 1 July 2016.
 - **Rama Lakshminarayana** as Alternate Board Member to Tim Evans representing the World Bank in the seat formerly held by Armin Fidler effective immediately and until her successor is appointed and qualified.
 - **Clarisse Loe Loumou** as Alternate Board Member to Naveen Thacker representing the Civil Society Organisations constituency in the seat currently held by Naveen Thacker effective 1 July 2014 and until 30 June 2016.²
- d) **Appoint** the following to the Audit and Finance Committee effective 1 July 2015 and until 31 December 2015:
- **Jo-Ann Purcell** in the seat currently held by Esther Fox.
- e) **Appoint** the following to the Governance Committee effective immediately and until 31 December 2015:
- **Blair Exell**
 - **Naveen Thacker** in the seat currently held by Joan Awunyo-Akaba.
- f) **Reappoint** the following to the Programme and Policy Committee until 31 December 2015:
- **Clarisse Loe Loumou.**
- g) **Reappoint** the following to the Evaluation Advisory Committee until 31 December 2015:
- **Naveen Thacker.**

² See footnote 1

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. Notification

- 3.1 On 14 April 2015, the Assistant Secretary circulated a note reminding board members that nominations would be due on 15 May.

4. Constituency processes

Donor governments

- 4.1 One donor constituency seat is shared by **Australia, Japan, Korea, and the United States**. A representative of the Australian government was due to hold the seat until the conclusion of June 2015. Katie Taylor of the United States holds the alternate seat. On 21 May, the constituency reported that it had decided that Katie Taylor should assume the seat at the beginning of July while Blair Exell of Australia would become the alternate. However, since the seat was due to turn over after this meeting, the constituency is requesting that Blair Exell be appointed as the board member for this meeting and until the end of June.
- 4.2 Another donor seat is shared among **Canada, Ireland, and the United Kingdom**. The Canadian Government, which currently occupies the alternate seat, reported that it would change its alternate and Audit and Finance Committee member prior to the end of the current term (1 July 2016) to be effective after the June meeting.

World Bank

- 4.3 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. On 21 March, the World Bank informed the Chair of its intent to nominate Rama Lakshminarayana to serve as its alternate member.

Civil Society Organisations

- 4.4 According to the Gavi CSO Constituency Charter, "The CSO representative and alternate on . . . the Board will be nominated by the Steering Committee (SC). The term of each will be two years. Although nominees with Gavi CSO Steering Committee experience will be given preference, an open call for nominations will be sent out via the Gavi CSO Constituency and other international health CSO Constituencies. The alternate will be nominated to assume the Board position at the end of the representative's term. Consequently, every two years the SC will nominate a Board alternate and the current alternate will be nominated to assume the Board representative position. Generally speaking, the representative

and alternate will be from different geographic regions and of different gender representation.”

- 4.5 The Gavi CSO Steering Committee issued an open call for nominations on 20 April 2015; the open nomination period lasted three weeks. The call for nominations was sent to a number of relevant listservs. There were eight nominees (five men and three women). Of the nominees, six were from Gavi-eligible countries, one was from a Gavi-donor country and one was from a non Gavi-eligible, non Gavi-donor country. On 19 May, currently serving Steering Committee members who were not candidates were invited to e-mail their vote for their preferred candidate. 16 of 18 eligible SC members voted and Dr Clarisse Loe Loumou received the greatest number. The CSO community will be notified of her appointment after the board meeting. (The full letter from the CSO constituency chair outlining the process is available to Governance Committee members upon request.)

Unaffiliated

- 4.6 The Chair discussed reappointment with current unaffiliated board members whose terms were due to expire. Two board members expressed a desire to serve a new term – one for one year and another for three years.
- 4.7 One vacancy was due to arise at the end of June. The process for selecting the new unaffiliated member is explained in the annex of this paper.

5. Risk implication and mitigation

- 5.1 The Governance Committee has often cited balance as being a critical factor for the success of Gavi’s governance. The balance is preserved by ensuring that seats are timely filled.

6. Financial implications: Business plan and budget

- 6.1 There are no financial implications.

7. Consultation

- 7.1 Consultations are noted in section 4.

8. Gender implications

- 8.1 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 16 men (59%) and 11 women (41%) with one seat vacant. 10 alternates are men (59%) and 7 are women (41%), with one seat vacant.
- 8.2 As of 1 July 2015, on the information available to date, the Board would be composed of 18 men (64%) and 10 women (36%). 10 alternates would be men (56%) and 8 would be women (44%).

Section B: Biographies

9. Board members

- 9.1 **William Roedy** is former Chairman and Chief Executive Officer of MTV Networks International (MTVNI). Prior to joining MTVNI, Mr. Roedy was a Vice President for HBO for 10 years, and was inducted as one of the “Pioneers” of the cable industry and most recently into the Cable Hall of Fame Class of 2015. Earlier he was a career officer in the United States Army where he qualified as Airborne Ranger and was a decorated combat veteran in Vietnam. He also commanded nuclear missile bases as part of NATO. Mr. Roedy serves as chairman of the Staying Alive Foundation, which provides young people with resources to fight the AIDS epidemic at the grass roots level, in combination with MTV’s award winning HIV/AIDS programming. In 1998, Mr. Roedy was named Ambassador for UNAIDS and he has addressed the UN General Assembly on several occasions regarding the pandemic. He was a founding member and chair of the Global Business Coalition on HIV/AIDS from 1999 to 2002. In 2005, UN Secretary General Kofi Annan appointed him founding chair of the Global Media AIDS Initiative Leadership Committee. He is also active in a wide range of corporate social responsibility, global health issues and boards, including continued work with the United Nations, as well as amfAR, GAVI, GBC, GHC, Fitzmi, Zumba, Ping4, Lionsgate, Hawn Foundation and Clearvue (Shanghai). Among his awards he has received the international Emmy Founder Award, two honorary doctorate degrees, amfAR’s Award of Courage, Doctors of the World Leadership Award and the UN Correspondents Association Global Citizen of the Year Award from UN Secretary General Ban Ki-moon.
- 9.2 **Blair Exell** is currently First Assistant Secretary of the Development Policy Division, Department of Foreign Affairs and Trade. Blair graduated in Economics in 1991 from the Australian National University and began his career in the development sector in Cambodia and Vietnam in 1993 before joining former AusAID in 1997. He has worked across policy, program and corporate areas in Asia and the Pacific including the Bougainville Peace Monitoring group in 1998 and the Regional Assistance Mission to the Solomon Islands in 2004. Blair has been the senior Aid representative for postings to Cambodia, Solomon Islands and Indonesia.
- 9.3 **Katherine Taylor** is deputy assistant administrator for the Bureau for Global Health at USAID. She formerly served as the executive director of the Center for Interfaith Action on Global Poverty (CIFA), a global health and development organization based in Washington D.C. Katie worked for General Electric for nearly 20 years in a wide variety of businesses, including its health care, transportation and mortgage units. A multilingual executive, she has lived and worked in the Americas, Europe, the Middle East, North Africa and Asia. Katie held a number of leadership positions at GE: in the health care industry within GE Healthcare International as managing director of strategic market development and as CEO of the GE Healthcare Mexico operation, as well as in other GE divisions – GE

Corporate Business Development and e-Business, GE Transportation Systems (locomotives), GE Americom (satellites) and the GE Capital Mortgage Corporation. Before joining CIFA, she was vice president for International Business Development for the University of Pittsburgh Medical Center. Katie has a B.A. in political science from Yale University, a graduate Certificate of Political Studies from the Institut d'Etudes Politiques de Paris and an M.S. in international business from Georgetown University. She has two children and a large extended family on both sides of the Atlantic.

9.4 **Naveen Thacker** is Director of Deep Children's Hospital and Research Centre in Gandhidham, in the Indian state of Gujarat. He currently serves as a member of the India Expert Advisory Group on Polio (IEAG) and the International Scientific Advisory Board of Voices for Vaccines. Dr Thacker is a past president of the Indian Academy of Pediatrics, specialising in child survival, immunisation, vaccinology, polio eradication, and computers in pediatrics and telemedicine. He has served on the Gavi CSO Steering Committee since 2010.

9.5 **H.R.H. the Infanta Cristina of Spain** is the Director of International Programmes of "la Caixa" Foundation in charge of global health and development projects in the world's most vulnerable countries. HRH has been a dedicated advocate on the fight against child mortality since her involvement and commitment with the Gavi Alliance in 2005. She led the partnership between "la Caixa" and Gavi Alliance, the creation of the employee scheme and the Business Alliance for Child Vaccination, a corporate social responsibility programme. In her capacity as Director of "la Caixa" Foundation International Division, she manages and coordinates its programs with various Geneva-based UN agencies. Likewise, she fosters collaboration programs with the Aga Khan Development Network cultural and social foundations in her capacity of Interagency Programme coordinator of Aga Khan Trust and Culture. In 2010 HRH was appointed President of the Board of Trustees of the Global Health Institute of Barcelona, ISGlobal a public-private partnership focused on tackling poverty-related health issues through the creation, sharing and application of knowledge. HRH is an Honorary President of the Spanish Committee of UNESCO, a member of the Dali Foundation Board of Trustees and the President of the International Foundation for Disabled Sailing. HRH the Infanta Cristina read Political Science at the Complutense University of Madrid, and studied International Relations at New York University. In her capacity she has visited more than 20 countries in Africa, Asia and Latin America.

9.6 **Yifei Li** is China Chair for Man Group, one of the world's largest hedge fund managers. Li has over 18 years of senior management experience, having successfully led the expansion of several multinational companies in China. Previously, Li was the Managing Director of MTV Greater China, Executive Vice President of MTV Networks Asia, and Chief Representative of Viacom China. In 2006, under her leadership, MTV China worked with the Beijing Olympic Organising Committee to stage the

“Volunteer for Beijing Concert.” In May 2001, she was selected as one of 25 Rising Stars-Global Leaders For The Next Generation by Fortune and was on the cover of Fortune Magazine. She was also selected as one of the 50 Most Powerful Women by Fortune in October 2001. In addition, she was selected as one of Ten Women to Watch in Asia by the Wall Street Journal’s Asian edition in both 2005 and 2006. A native of Beijing, Li has a Bachelor of Law degree from Foreign Affairs College in Beijing and an MA in International Relations from Baylor University in the United States.

10. Alternate Board members

10.1 Blair Exell (see section 9 above)

10.2 **Jo-Ann Purcell** is the Director of the Maternal, Newborn and Child Health, and Nutrition Division in the Government of Canada's Department of Foreign Affairs, Trade and Development (DFATD). Jo-Ann is responsible for leading and implementing the department's agenda on Improving maternal, newborn and child health (MNCH) which remains Canada's top development priority. Jo-Ann has been in the public service for over 10 years and has occupied various positions within the government, she has worked on domestic issues as well as international files. She joined the formerly known, Canadian International Development Agency in 2006 and has served as a spokesperson for the department and most recently joined the division after four years in the Minister's office as the Senior Departmental Liaison where she provide analysis and advice to senior management on various issues. Jo-Ann has a Bachelor of Science, concentration in Political Science and a Bachelor of Arts, Concentration in Leisure, Tourism and Society.

10.3 **Rama Lakshminarayana** is a Senior Health Specialist at the World Bank and provides technical leadership in the area of reproductive, maternal, newborn, child and adolescent health. She is a core member of the Global Financing Facility team and represents the Bank on the H4+ technical group as well as serves as an Alternate Board Member on the PMNCH Board. She recently completed an external service assignment where she held a joint position with the World Health Organization and Partnership of Maternal, Newborn and Child Health (PMNCH) as a Senior Adviser on reproductive, maternal, newborn and child health issues. Prior to this position, she worked for almost twenty years in international health and development at the World Bank which she joined in 1993 through the Young Professionals Program. She has led large health programs in East Asia, and Southern and Eastern Africa, and she has extensive experience working on women's and children's health, health systems strengthening, communicable diseases, and results based financing programs in the health sector. She has served on the Policy and Program Committee of GAVI, and has worked as a Senior Fellow at the International Women's Health Coalition and with UNICEF in India. She is a medical doctor and has an MBA.

- 10.4 **Clarisse Loe Loumou** is the founder of Alternative Santé, a local Civil Society Organisation (CSO) in Cameroon whose mission is to facilitate access to basic health for children through educating mothers, creating contacts with existing health facilities, and reducing drop-out rates of immunisation programs in various communities across the country. She is a pediatrician with 19 years of experience and extensive experience in low, middle and high-resource settings. She has a good knowledge of public health issues involving child health and access to basic social services and 15 years' experience in advocacy at the community, national, regional and global levels. She is also familiar with the challenges faced by local NGOs in African settings, and experienced in working with international NGOs. As such she has been serving the Gavi CSO Steering Committee since April 2010 and representing the constituency on the Programme and Policy Committee since October 2012. She has also been part of the team driving the francophone CSO platform for immunisation in Sub-Saharan Africa.

Annex: Unaffiliated recruitment

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At the 23 March 2015 Governance Committee meeting, the Committee Chair noted that there could be several unaffiliated board member vacancies arising during 2015 and so the Unaffiliated Board Member Recruitment Subcommittee of the Governance Committee had been reconstituted to lead this work. This Committee consisted of Flavia Bustreo, Gunilla Carlsson, Dagfinn Høybråten, Geeta Rao Gupta, and Seth Berkley (non-voting).

The Subcommittee had met on 17 March and agreed to a detailed project plan and a desired skills statement for the recruitment of new members and shared these with the Governance Committee. The skills statement stated that:

Successful candidates will have strategic leadership level (senior management, CEO, or board level) experience in health, public-private partnerships, global development, or children's issues such that they will engage in discussions at a strategic level. They will display a passion for our work and a desire to sustain a long-term relationship with Gavi. They will have the time and energy to make Gavi's mission and the Board's work a personal and professional priority. Accounting or investment experience could be helpful.

The minutes of that Governance Committee meeting captured the following discussion.

- The tabled skills statement indicated that financial and accounting skills were desirable but not necessary. Some members indicated that they thought these were important skills to recruit this round.
- The Chair noted that the CEO had been and should continue to be a non-voting member of the Subcommittee. She noted that he would bring the Secretariat perspective to the deliberations and that, in any event, any candidate would be brought to the Governance Committee for recommendation prior to Board appointment.
- It was noted that the Subcommittee will be considering geographic diversity. It was also noted that the candidate pipeline is a living list and so members can always add to it. It was also suggested that the three year rolling forecast of unaffiliated vacancies be shared with the Governance Committee in due course. [The forecast is in the action sheet, Doc 01c.]

The Board was asked to provide additional names; those received were added to the candidate pipeline.

On 28 April, the Subcommittee reviewed detailed profiles of the nine people on the candidate pipeline. Some characteristics:

- Gender: 5 men and 4 women

- Geographically:
 - 4 North American
 - 2 European
 - 1 Asian
 - 1 Latin American
 - 1 Middle Eastern
- Experience:
 - 4 international/government agency
 - 2 finance
 - 1 business
 - 1 public health
 - 1 politics

The Subcommittee unanimously agreed that Bill Roedy was its preferred candidate. The Board Chair was asked to contact Mr Roedy to talk about unaffiliated board membership and to gauge his interest. This occurred on 3 June.

The Subcommittee was also mindful of potential vacancies coming up at the end of 2015 and that existing pipeline candidates, as well as candidates from the Chair search, could be good persons to pursue.

Note: The Governance Committee acknowledged that, with one exception, all board leadership positions were held by men and that the Recruitment Subcommittee would account for this in relevant future searches.