

**SUBJECT: BOARD AND COMMITTEE NOMINATIONS**

**Agenda item: 02b**

**Category: For Decision**

### **Section A: Summary**

- At its meetings on 4 April 2017 and 13 June 2017, the Governance Committee considered a number of nominations for Board and Committee membership and subsequently agreed on a set of recommendations which are being submitted to the Board for approval at its meeting on 14-15 June 2017.

### **Section B: Board and Committee Nominations**

#### **Constituency processes for Board and Committee nominations**

- 1.1 Nominations from **donor country governments** were submitted following consultative processes within the relevant groups.
- 1.2 Nominations from the **vaccine industry industrialised countries** and the **vaccine industry developing countries** were submitted following consultative processes within the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) and the Developing Countries Vaccine Manufacturers Network (DCVMN) respectively.
- 1.3 Nominations from the **civil society organisations** constituency were submitted following a consultative process whereby the Gavi CSO Steering Committee issued an open call for nominations for the Alternate Board member seat. Four individuals were nominated. The Steering Committee agreed on a short list of two candidates and Steering Committee members eligible to vote were invited to vote for their preferred candidate. In line with the CSO constituency charter, the incumbent Alternate Board member is nominated to take up the Board member seat.
- 1.4 It should be noted that in line with the Board Committee Charters which stipulate that “all members shall be appointed once every two years”, all appointments to the Board’s Committees will be reviewed and refreshed at 31 December 2017 as appropriate.

## 2. Biographies

### *Board members*

- 2.1 **Amy Baker** is Director General of Health and Nutrition, Global Issues and Development Branch at Global Affairs Canada. She comes to this role from her most recent position as Senior Director and Head of Development Cooperation for Ethiopia and Pan Africa Regional Programs in Addis Ababa. Previous to that she was the founding Chief Operating Officer for the Queen Rania Foundation in Amman, Jordan, and Chief of Staff to the President of CIDA. She has held various other positions within the Government of Canada, including at CIDA, the Ministry of Justice, Status of Women Canada, and Human Resources Development Canada. She holds a Bachelor of Law and Bachelor of Arts from Dalhousie University and a Masters of Public Administration from Queen's University.
- 2.2 **Blair Exell** is Australia's First Assistant Secretary of the Development Policy Division, Department of Foreign Affairs and Trade (DFAT). A development sector specialist, Mr Exell joined the former AusAID in 1997. He has since worked in the areas of corporate policy and programming in Asia and the Pacific and was involved in the Bougainville Peace Monitoring group in 1998 and the Regional Assistance Mission to the Solomon Islands in 2004. He has worked in various Asian countries including Cambodia, Indonesia, the Solomon Islands and Vietnam. Mr Exell is a graduate in Economics from the Australian National University.
- 2.3 **Clarisse Loe Loumou** is the Founder of Alternative Santé, a local CSO in Cameroon whose mission is to facilitate access to basic health services for children by educating mothers and increasing opportunities for contacts with existing health facilities. She has been serving on Gavi's CSO Steering Committee since April 2010 and currently sits on the Audit and Finance Committee. A qualified paediatrician of 19 years standing, Dr Loe Loumou has a good knowledge of public health issues involving child health and access to basic social services. She also has 15 years of experience in advocacy at the community, national, regional and global levels and is familiar with the challenges faced by local NGOs in African settings. Dr Loe Loumou has worked with several international NGOs. She was part of the team driving the francophone CSO platform for immunisation in Sub-Saharan Africa, and has served on Gavi's Programme
- 2.4 **Sai Prasad** is President, Quality Operations, at Bharat Biotech International Ltd. He has 25 years of progressive experience in management, biotechnology, good manufacturing practice, operations and quality management. He holds a degree in biochemistry from the University of Wisconsin (US) and an M.B.A in Finance and Marketing from the University of Iowa (US). Previously he was the Director of Molecular Otolaryngology Research Laboratories at the University of Iowa. At Bharat he is responsible for product development and commercialisation of vaccines and biologics. In his previous role as the Vice President for

Business Development and Corporate Strategy, he handled operational and strategic activities ranging from product development, innovation and corporate expansion. In his current role, he oversees all aspects of quality management including quality assurance, quality control, and quality management systems.

- 2.5 **Susan Silberman** is President and General Manager of Pfizer Vaccines. In her role, she oversees a global business and is responsible for the commercial development of a visionary pipeline portfolio of preventative and therapeutic vaccines to address unmet medical needs and treat serious or life-threatening conditions. Ms Silberman leads a team that partners with government and global civic organisations to maximise Pfizer's impact on public health. Pfizer is proud to collaborate with the Gavi Alliance. Through this collaboration, Pfizer contributes to Gavi's goal of immunising a further 300 million people from 2016 to 2020. Prior to this position, Ms Silberman was the regional president of Latin America within Pfizer's Emerging Markets Business Unit. In this role, she managed Pfizer's pharmaceutical operations in a diverse market with more than 20 countries, each with varying health needs and priorities. Throughout her nearly 30-year career at Pfizer, Ms Silberman has held numerous leadership positions in Marketing, Commercial Development and General Management in the U.S. and international markets. She holds a seat on the International Federation of Pharmaceutical Manufacturers & Associations Vaccine CEO Steering Committee. In addition, she serves on the boards of advisors for Catalyst Inc., a nonprofit organisation that promotes inclusive workplaces for women, and on the corporate advisory board for the Johns Hopkins University Carey Business School "Where business is taught with humanity in mind." Ms Silberman has a B.S. in biology and French from Tufts University, and a joint M.B.A./M.A. degree in international business and French studies from the Stern Graduate School of Business and the Institute of French Studies at New York University.
- 2.6 **Stephen Zinser** is a Co-Founder and CEO of Roxbury Asset Management, a London-based asset management company which deals primarily in the European liquid alternatives market. Its first fund, the Roxbury Credit Events Fund, was launched as a Dublin Undertakings for Collective Investment in Transferable Securities (UCITS) in 2015. Prior to establishing Roxbury, Mr Zinser was CEO and Co-Chief Investment Officer at ECM Asset Management, a company which he co-founded in February 1999. Established as an independent asset management company focused on the European fixed-income credit markets, ECM grew rapidly to the point where it held €21 billion in assets. In January 2007, Wachovia Bank acquired a majority stake in ECM. ECM is now fully owned by Wells Fargo. During the early part of his career, Mr Zinser worked for Merrill Lynch International in London (1993–1999). He moved to Merrill Lynch after 13 years at The Chase Manhattan, which he joined after graduating from Cornell University (USA) in 1979. Mr Zinser is a Member of Gonville and Caius College Development Campaign Board

(Cambridge University, UK), where he advises on fundraising and other matters.

### ***Alternate Board members***

- 2.7 **Craig Burgess** has delivered mother-and-child focused preventive and curative healthcare, as a primary healthcare physician in the U.K., Australia, South Sudan, Afghanistan and Myanmar. He has qualifications in health policy, planning and financing, business administration, primary healthcare, tropical medicine, obstetrics and gynaecology, child health and medicine. Interested in addressing health issues of vulnerable populations internationally, he has worked at field, national, regional and global levels with Medecins sans Frontieres, MERLIN, UNAIDS, WHO, Gavi, UNICEF and John Snow Research and Training Inc. He has lived and worked in multiple contexts from civil war-torn contexts, chronic crises, emerging economies and high income countries. His work has mainly focused on supporting the design, delivery, funding and monitoring of integrated, equity-focused delivery mechanisms for MNCH programmes, often in primary healthcare settings. This has also included integration of infectious disease control (malaria, TB, HIV, Kala Azar, polio, measles and tetanus) and scaling up access to primary healthcare and funding through Social Health Insurance. Having worked for NGOs, he helped establish the Gavi Civil Society Organisation (CSO) funding window and related coordination body, with links to Global Fund, in 2006-7. As UNICEF Viet Nam's Chief of Child Survival and Development, he facilitated multiple MNCH-related NGO forums and civil society engagement with the Government's health coordination committee. He is a member of the Washington D.C. based Core Group of NGOs. His current role includes supporting community engagement and health systems groups within USAID's Maternal and Child Survival Program, which includes supporting civil society engagement at all levels.
- 2.8 **Irene Koek** is currently the Acting Deputy Assistant Administrator in USAID's Global Health Bureau. Previously she held the positions of Senior Infectious Disease Advisor and the Global Health Security Agenda lead. Ms Koek has a long history of service with USAID, which she joined in 1986. Starting in the Office of Population, she moved to the Policy and Program Coordination Bureau in 1995. In 1998, Ms Koek became the Chief of the Infectious Disease Division in the Global Health Bureau where she helped launch the President's Malaria Initiative and served as Chair of the Stop TB Coordinating Board. More recently, she held the post of Director of the Health Office in USAID/Indonesia where she also served as Health Attaché and PEPFAR Coordinator (2010–2014). After her return to Washington, DC from Indonesia and until April 2015, Ms Koek served as the Deputy Director of the Office of Population and Reproductive Health in the Global Health Bureau. Ms Koek has an MA from the George Washington University (USA).
- 2.9 **John Roberts** is the Vice President of Partnerships and Alliances for Pfizer Vaccines. In this role, he is responsible for leading Pfizer's

commitment to expanded access for its vaccines including partnerships with the Gavi Alliance and UNICEF. He is also responsible for coordinating Pfizer's response for the use of its vaccines in humanitarian settings and outbreak emergencies. Previously Mr Roberts has held a variety of commercial leadership positions within Pfizer Vaccines including New Business, Business Operations and Commercial Development. In 2014, he was appointed Integration Lead following the acquisition of Baxter's portfolio of marketed vaccines and is currently leading the integration of two vaccines acquired from GSK. Mr Roberts joined Pfizer as Vice President, Vaccines for the Emerging Markets Business Unit (EMBU) where he was responsible for establishing the vaccines commercial unit across the EMBU. Prior to taking this position at Pfizer, he served as Vice President, Commercial, Europe/Middle East/Africa and Canada at Wyeth. In this role, he was responsible for providing strategic direction and operational support across this diverse and fast growing region. During this time, Mr Roberts also served as a member of the UK Board of Directors for Wyeth. He joined Wyeth in 1994. He holds a BA (Honours) in Business Studies from Middlesex University, London, UK. He also studied Business Administration at the University of Wisconsin-Stout and holds a Diploma in Marketing from the Chartered Institute of Marketing.

### 3. Committee Members who are not Board Members

#### *Programme and Policy Committee*

- 3.1 **Adar Poonawalla** is the CEO and Executive Director of Serum Institute of India Ltd (SIIL), one of the world's largest vaccine manufacturers. Mr Poonawalla is also the Executive Director of Poonawalla Investments & Industries Pvt Ltd and Poonawalla Shares & Securities Ltd, and is a trustee of the Serum Institute of India Research Foundation, Jehangir Hospital and the Minoo Mehta Memorial Trust. Under Mr Poonawalla's stewardship, SIIL has helped grow vaccine manufacturing capacity to meet the rising global demand. He has not only been instrumental in getting new products licensed and prequalified by WHO but has also been actively involved in the research and development of new vaccines such as pneumococcal conjugate, rotavirus and HPV. In addition, SIIL has developed its own oral polio vaccine which will bridge the demand-supply gap for this vaccine. In a parallel development, the acquisition of Bilthoven Biologicals, a Netherlands-based government vaccine manufacturing company, will increase production of the new Inactivated Polio Vaccine (IPV) making it a viable option for more countries. Mr Poonawalla has a degree in management from the University of Westminster (UK) and has completed further training in biotechnology and management in London (UK).
- 3.2 **Abdul Wali Ghaury** holds a degree in medicine from Kabul Medical University and completed a one year public health course at the London School of Hygiene and Tropical Medicine. He also completed master level studies in Health System Management at Liverpool University. In addition, he has participated in a significant number of international public health courses and trainings. He has over 15 year experience in different



disciplines within the health system and has been involved in the management of health care delivery, policy formulation and implementation, monitoring and evaluation and fundraising initiatives with both Government and NGOs. In addition, he has worked as research associate with the health policy unit of the London School of Hygiene and Tropical Medicine to study Afghan health policy formulation and its implementation under different major donor approaches (EU, USAID and WB). His career in health has included senior positions within the Ministry of Public Health, Afghanistan and NGOs, including adviser for policy and planning, Health System Strengthening coordinator and focal point within the Ministry of Public Health dealing with all Global Health HSS initiatives, medical coordinator and Health Information System Manager. Furthermore, he has completed several international assignments in the areas of Health Sector Strategic Plan development, analysing aid effectiveness, contributed to the development of JANS+, worked with GAVI-IRC Monitoring and Proposals, worked as a temporary senior manager in Gavi's monitoring team and was adviser to UNICEF Afghanistan seconded by EMPHNET/CDC etc. He has several publications mainly in the areas of contracting health care delivery and health policy development. Recently he led the process to establish National Medicine and Health Products Regulatory Authority and Medical Council in Afghanistan. He currently works as Senior Technical Adviser to the Afghan Public Health Minister.

### **Section C: Actions requested of the Governance Committee**

The Gavi Alliance Governance Committee recommends to the Gavi Alliance Board:

- a) That it **appoint** the following Board Members:
- **Amy Baker** as Board Member representing Canada on the donor constituency anchored by Canada in the seat currently held by Susan Tolton of Canada effective immediately and until 31 December 2018.
  - **Blair Exell** as Board member representing Australia on the donor constituency anchored by the United States effective 1 July 2017 and until 30 June 2019.
  - **Clarisse Loe Loumou** as Board Member representing the civil society organisations constituency in the seat currently held by Naveen Thacker effective 1 July 2017 and until 30 June 2019.
  - **Sai Prasad** as Board Member representing the vaccine industry developing countries in the seat currently held by Adar Poonawalla effective 1 July 2017 and until 30 June 2020.
  - **Susan Silberman** as Board Member representing the vaccine industry industrialised countries in the seat currently held by David Loew effective 1 August 2017 and until 31 July 2020.

- b) That it **reappoint** the following Board Members:
- **Stephen Zinser** as an Unaffiliated Board Member effective 1 July 2017 and until 30 June 2020.
- c) That it **appoint** the following Alternate Board Members:
- **Craig Burgess** as Alternate Board member to Clarisse Loe Loumou representing the civil society organisations constituency in the seat currently held by Clarisse Loe Loumou effective 1 July 2017 and until 30 June 2019.
  - **Irene Koek** as Alternate Board member to Blair Exell representing the United States on the donor constituency anchored by the United States effective 1 July 2017 and until 30 June 2019.
  - **John Roberts** as Alternate Board member to Susan Silberman representing the vaccine industry industrialised countries in the seat currently held by Lyn Morgan effective 1 August 2017 and until 31 July 2020.
- d) That it **appoint** the following to the Governance Committee:
- **Amy Baker** (Board Member) in the seat currently held by Susan Tolton effective immediately and until 31 December 2017.
  - **Clarisse Loe Loumou** (Board Member) in the seat currently held by Naveen Thacker effective 1 July and until 31 December 2017.
  - **John Roberts** (Alternate Board Member) in the seat currently held by Lyn Morgan effective 1 August 2017 and until 31 December 2017.
- e) That it **reappoint** the following to the Governance Committee:
- **Blair Exell** (Board Member) effective 1 July and until 31 December 2017.
- f) That it **appoint** the following to the Programme and Policy Committee:
- **Abdul Wali Ghaury** (Committee Delegate) in the seat currently held by Ahmed Jan Naeem (Committee Delegate) effective immediately and until 31 December 2017.
  - **Adar Poonawalla** (Committee Delegate) in the seat currently held by Rajinder Suri (Committee Delegate) effective 1 July 2017 and until 31 December 2017.
- g) That it **reappoint** the following as Chair of the Investment Committee:
- **Stephen Zinser** until 31 December 2017.

The minutes will note that Board members who are candidates for these positions, or whose organisations or constituencies provided candidates for these positions, did not participate in discussion or voting on these nominations.

**Annex A:** Implications/Anticipated impact

**Annex B:** Gender implications



## **Annex A: Implications/Anticipated impact**

- **Risk implication and mitigation**

- There is capacity risk for the Board if recommended candidates are not appointed and empty seats are not filled in a timely manner after terms expire but at the same time it is important to ensure that a suitably deliberative process is undertaken to evaluate the suitability of nominations to the Board and/or Board Committees to ensure the effectiveness of the governance system of the Gavi Alliance.
- In this context it is also important to consider a measure of continuity in Board and Committee seats to ensure some semblance of retention of institutional memory and stability in Board and Committee arrangements to enable consistent decision making as was highlighted in the recently completed Board and Committee self-evaluation.

- **Legal and governance implications**

- Governance implications are listed throughout this paper.

## Annex B: Gender implications

- Board-approved guidelines on the Gavi Board gender balance state that a ratio of 60/40 male/female Board Members and Alternate Board members should be established and maintained. This is extended to include Board Committees as required by Article 4.2 of the By-laws.
- For the purposes of this calculation, the Board Members and Alternate Members are assessed as separate groups. The gender balance is deemed to be within the acceptable range if there is no more than 60% of any one gender. These same principles are also applied to the Board Committees.
- The Board currently has 15 men (54%) and 13 women (46%). 12 alternates are men (67%) and six are women (33%).
- Based on the nominations received and pending Board approval, as of 1 August 2017, the gender balance<sup>1</sup> of the Board and Board Committees would be as follows<sup>2</sup>:

	<b>M</b>	<b>F</b>	<b>Total</b>		<b>% M</b>	<b>% F</b>
<b>BM</b>	14	14	28		50	50
<b>ABM<sup>3</sup></b>	12	5	17		71	29
<b>GC</b>	6	4	10		60	40
<b>PPC</b>	11	9	20		55	45
<b>AFC</b>	6	2	8		75	25
<b>IC</b>	3	1	4		75	25
<i>Persons</i>	<i>52</i>	<i>35</i>	<i>87</i>			
<b>%</b>	<b>60</b>	<b>40</b>				

<sup>1</sup> Shading indicates compliance with gender policy

<sup>2</sup> Does not include the Executive Committee as the Committee is expected to be retired by the Board in June. If the EC was to be included, the balance would remain at 60:4.

<sup>3</sup> DCVMN constituency seat vacant