

COO UPDATE

BOARD MEETING

David Marlow

26-27 June 2023, Geneva, Switzerland

Executive Summary

Key Messages

- **Operational Excellence ambition and approach** endorsed by the AFC; presented at Governance Committee and Board Closed Sessions
- **Operational Excellence agenda** continuing at pace while acknowledging need to balance running the business while streamlining operations and improving ways of working; multi-year journey
- Increased **transparency and connectivity between PPC and AFC discussions**; careful sequencing and **sharing of information based on committee mandates**. Additional opportunities for connectivity across multiple committees
- **Financial forecast process strengthened**
 - Launch of **Programme Leadership Team (PLT)**; enhanced cross-functional collaboration and ownership for programmatic drivers impacting financial forecast
 - More detailed and timely **reporting from countries and partners**: greater transparency of cash utilisation and cash balances in-country
- **New draft Balanced Scorecard** providing improved holistic and systematic view of performance with relevant deep dive modules available; will continue to evolve based on feedback and use
- **Review and simplification of key policies** underway; Ethics policy; PSEAH framework; Programme Funding Policy
- **Strategy Operationalisation evaluation**; recommendations on strategy operating model; inform OE work and Gavi 6.0

Board Effectiveness: Reviews done for this Governance cycle

Topics	Key points	AFC 11 May	PPC 16-17 May	AFC 8 June	Gov Ctee 22 June	Board 26-27 June
CEO Update	<ul style="list-style-type: none"> Strategic update on progress and cross-cutting topics 	✓ informing forecast	✓			✓
Programmatic progress updates	<ul style="list-style-type: none"> Gavi 5.1 progress implementation and associated risks Country programme delivery update Update on specific Board approved strategies 	✓ informing forecast	✓			✓
Operational Excellence	<ul style="list-style-type: none"> OE journey; workforce planning; COVAX integration; EVOLVE 	✓	✓		✓	✓
Balanced Scorecard	<ul style="list-style-type: none"> Balanced Scorecard: master view and relevant deep dive modules 	✓	✓		✓	✓
Financial forecast	<ul style="list-style-type: none"> Updated financial forecast for Gavi 5.1, COVAX AMC, Gavi 6.0 inc new programmatic decisions going to PPC with financial impact (COVID-19, Hexavalent) 	✓	✓ read-out from AFC			✓
Financial Mgmt. Reporting	<ul style="list-style-type: none"> Financial management reporting pack (2022 and Q1 2023) 	✓ 2022		✓ Q1 2023		
Risk management	<ul style="list-style-type: none"> Changes to top risks and mitigating actions since Dec 2022 (SPP paper for PPC & Board) 		✓	✓		✓
Programmatic Updates and Decisions	<ul style="list-style-type: none"> Hexavalent: investment case Equity Accelerator Fund (EAF) extension COVID-19 programme for 2024-2025 COVAX update and CDS extension VIS 2018: update on four paused vaccine programmes VIS 2024: proposed VIS 2024 longlist; updated evaluation frameworks PPPR and Global Virtual Pooled Inventories 		✓			✓

Thank you