

Gavi Alliance Board Meeting

6-7 December 2023

Kempinski Hotel, Accra, Ghana

1. Chair's report

- 1.1 Noting that the meeting had been duly convened and finding a quorum of members present, the meeting commenced at 10.15 Accra time on 6 December 2023. Prof José Manuel Barroso, Board Chair, chaired the meeting.
- 1.2 The Chair welcomed new Board and Alternate members attending their first Board meeting, namely: Sai Prasad, Soleh Ayubi, Karin Berlin and Leila Gharagozloo Pakkala.
- 1.3 He recognised His Excellency Budi Gunadi Sadikin, Minister of Health of Indonesia, as a Gavi Board member-elect. He also welcomed His Excellency Rakan Khaled bin Doshai, Assistant Deputy Minister for Health of Saudi Arabia, and Jean Kaseya, Director General of the Africa Centres for Disease Control and Prevention (CDC).
- 1.4 The Chair noted that the Gavi Implementing Country Caucus met on 4 December 2023 during which the members welcomed Sarah Goulding, Vice Chair, as a special guest and discussed how to strengthen the role of the Caucus. He also noted the All Chairs Group (ACG) met on 3 December 2023 during which the members discussed the recommendations being brought forward to the Board at this meeting.
- 1.5 He acknowledged the work of the Board Committees noting the CEO Search Committee, Governance Committee, and Audit and Finance Committee had met earlier in the week.
- 1.6 Standing declarations of interest were tabled to the Board (Doc 01a in the Board pack).
- 1.7 The Board noted its minutes from 26-27 June 2023 (Doc 01b) and 11 September 2023 (Doc 01c) which were approved by no objection on 18 October 2023 and 2 November 2023 respectively. They also noted a number of Board and Committee appointments that had been approved by no-objection consent since the June 2023 Board meeting (Doc 01d).
- 1.8 The Chair referred to the consent agenda (Doc 01e) where nine recommendations were presented for consideration. At the request of the Chair, Brenda Killen, Director, Governance and Secretary to the Board, presented the consent agenda decisions. The Board noted the financial implications of one consent agenda item and queried if decisions with material financial implications should be approved outside the consent agenda process. The

Board requested the Governance Committee review and propose consent agenda guidelines to the Board that would ensure transparent, visible and effective decision-making.

- 1.9 The Chair noted the Board workplan (Doc 01f) expressing appreciation for technical briefings being included, as was recommended in the 2023 Board and Board Committee evaluation.
- 1.10 The Chair reported that during the closed session earlier that day, the Board had received an update on the CEO search process and that it is expected that the next CEO will be identified in early 2024. The closed session also included the annual human resources update and an update on Gavi's culture journey which is critical to ensure Gavi is fit for purpose for the Gavi 6.0 strategic period.

Decision 1

The Gavi Alliance Board:

Appointed Omar Abdi as Vice Chair of the Board with individual signatory authority, effective 1 January 2024 and until 31 December 2025.

Omar Abdi recused himself and did not participate in Decision One above.

Decision 2

The Gavi Alliance Board:

a) **Appointed** the following Board Members:

- **Jérémie Forrat-Jaime** as Board Member representing France on the donor constituency anchored by Germany in the seat currently held by Gabriella Fésüs of the European Commission, effective 1 January 2024 and until 31 December 2024.
- **Karin Berlin** as Board Member representing Sweden on the donor constituency anchored by Norway in the seat currently held by John Arne Røttingen of Norway, effective 1 January 2024 and until 31 December 2025.
- **Atul Gawande** as Board Member representing the United States on the donor constituency anchored by the United States in the seat currently held by Sarah Goulding of Australia, effective 1 January 2024 and until 31 December 2025.
- **Bvudzai Magadzire** as Board Member representing the civil society organisations constituency in the seat currently held by Rafael Vilasanjuan, effective 1 January 2024 and until 31 December 2025.

- **Lia Tadesse** of Ethiopia as Board Member representing the implementing country constituency in the seat currently held by Kwaku Agyeman-Manu of Ghana, effective 1 January 2024 and until 31 December 2026.
 - **Budi Gunadi Sadikin** of Indonesia as Board Member representing the implementing country constituency in the seat currently held by Mansukh Mandaviya of India, effective 1 January 2024 and until 31 December 2026.
 - **Mohamed Jama** of Somalia as Board Member representing the implementing country constituency in the seat currently held by Aamer Ikram of Pakistan, effective 1 January 2024 and until 31 December 2026.
- b) **Reappointed** the following Board Member:
- **Saad Omer** as Board Member representing the research & technical health institutes constituency, effective 1 January 2024 and until 31 December 2026.
- c) **Appointed** the following Alternate Board Members:
- **Alexandra Rudolph Seeman** as Alternate Board Member representing Germany on the donor constituency anchored by Germany in the seat currently held by Jérémie Forrat-Jaime of France, effective 1 January 2024 and until 31 December 2024.
 - **Lucas de Toca** as Alternate Board Member representing Australia on the donor constituency anchored by the United States in the seat currently held by Atul Gawande of the United States and Won Do-yeon of the Republic of Korea, effective 1 January 2024 and until 31 December 2025.
 - **Kristine Husøy Onarheim** as Alternate Board Member representing Norway on the donor constituency anchored by Norway in the seat currently held by Karin Berlin of Sweden, effective 1 January 2024 and until 31 December 2025.
 - **Onei Uetela** as Alternate Board Member representing the civil society organisations constituency in the seat currently held by Bvudzai Magadzire, effective 1 January 2024 and until 31 December 2025.
 - **Kwaku Agyeman-Manu** of Ghana as Alternate Board member representing the implementing country constituency in the seat currently held by Lia Tadesse of Ethiopia, effective 1 January 2024 and until 31 December 2026.
 - **Dechen Wangmo** of Bhutan as Alternate Board member representing the implementing country constituency in the seat currently held by Bounfeng Phoummalaysith of Lao PDR, effective 1 January 2024 and until 31 December 2026.
 - **Nadeem Jan** of Pakistan as Alternate Board member representing the implementing country constituency in the seat currently held by Mohamed Jama of Somalia, effective 1 January 2024 and until 31 December 2026.

- d) **Reappointed** the following Alternate Board Member:
- **Francesca Manno** as Alternate Board Member to Takeshi Akahori representing Italy, effective 1 January 2024 until 31 December 2025.
- e) **Reappointed** the following as Chair of the Audit and Finance Committee:
- **Naguib Kheraj** until 31 July 2024.
- f) **Reappointed** the following as Chair of the Investment Committee:
- **Yibing Wu** until 31 October 2025.
- g) **Reappointed** the following as Chair of the Programme and Policy Committee:
- **Anne Schuchat** until 31 December 2024.
- h) **Reappointed** the following as Chair of the Evaluation Advisory Committee:
- **James Hargreaves** until 31 December 2024.
- i) **Appointed** the following to the Market-Sensitive Decisions Committee effective 1 January 2024:
- **José Manuel Barroso** (Board Chair) until 31 December 2025
 - **Omar Abdi** (Board Vice Chair) until 31 December 2025
 - **Leila Gharagozloo Pakkala** (Alternate Board Member) until 31 December 2025
 - **Kate O'Brien** (Alternate Board Member) until 31 December 2025
 - **Greg Widmyer** (Alternate Board Member) until 31 December 2025
 - **Lia Tadesse** (Alternate Board Member) until 31 December 2025
 - **Robert Lucien Kargougou** (Board Member) until 31 December 2024
 - **Beth Arthy** (Board Member) until 31 August 2024
 - **Alexandra Rudolph-Seeman** (Alternate Board Member) until 31 December 2024
 - **Atul Gawande** (Board Member) until 31 December 2025
 - **Bvudzai Magadzire** (Board Member) until 31 December 2025
 - **Naguib Kheraj** (Board Member) until 31 July 2024
 - **Anne Schuchat** (Board Member) until 31 December 2024
 - **David Marlow** (Board Member) until his successor is appointed
- j) **Appointed** the following to the Governance Committee effective 1 January 2024:
- **Omar Abdi** (Board Vice Chair) until 31 December 2025
 - **Teresa Ressel** (Board Member) until 31 December 2024
 - **Deena Shiff** (Board Member) until 31 December 2025
 - **Juan Pablo Uribe** (Board Member) until 31 December 2025
 - **Greg Widmyer** (Alternate Board Member) until 31 December 2025
 - **Aamer Ikram** (Committee Delegate) until 31 December 2025

- **Sylvain Yuma Ramazani** (Committee Delegate) until 31 December 2025
 - **Jérémie Forrat-Jaime** (Board Member) until 31 December 2024
 - **Takeshi Akahori** (Board Member) until 31 December 2025
 - **Kristine Husøy Onarheim** (Alternate Board Member) until 31 December 2025
 - **Sai Prasad** (Board Member) until 31 December 2025
 - **Bvudzai Magadzire** (Board Member) until 31 December 2025
 - **David Marlow** (Board Member) until his successor is appointed
- k) **Appointed** the following to the Audit and Finance Committee effective 1 January 2024:
- **Naguib Kheraj** (Board Member) until 31 July 2024
 - **Teresa Ressel** (Board Member) until 31 December 2024
 - **Deena Shiff** (Board Member) until 31 December 2025
 - **Gisela Henrique** (Committee Delegate) until 31 December 2025
 - **Lauren Franzel** (Committee Delegate) until 31 December 2025
 - **Karen Pillay** (Committee Delegate) until 31 December 2025
 - **Kelly Jarrett** (Committee Delegate) until 31 December 2025
 - **Kwaku Agyeman-Manu** (Alternate Board Member) until 31 December 2025
 - **Latifou Aboudou** (Committee Delegate) until 31 December 2025
 - **Mellissa Hisko** (Alternate Board Member) until 31 December 2025
 - **Eleonora Mei** (Committee Delegate) until 31 December 2025
 - **Andreas Karlberg Pettersen** (Committee Delegate) until 31 December 2025
 - **Hitesh Hurkchand** (Committee Delegate) until 31 December 2025
 - **Bvudzai Magadzire** (Board Member) until 31 December 2025
- l) **Appointed** the following to the Investment Committee effective 1 January 2024:
- **Yibing Wu** (Board Member) until 31 October 2025
 - **Naguib Kheraj** (Board Member) until 31 July 2024
 - **Teresa Ressel** (Board Member) until 31 December 2024
 - **Kwaku Agyeman-Manu** (Alternate Board Member) until 31 December 2025
 - **Mohamed Jama** (Board Member) until 31 December 2025
 - **Sai Prasad** (Board Member) until 31 December 2025
- m) **Appointed** the following to the Programme and Policy Committee effective 1 January 2024:
- **Anne Schuchat** (Board Member) until 31 December 2025
 - **Awa-Marie Coll Seck** (Board Member) until 30 June 2024
 - **Michael Kent Ranson** (Alternate Board Member) until 31 December 2025
 - **Ephrem Lemango** (Committee Delegate) until 31 December 2025
 - **Kate O'Brien** (Alternate Board Member) until 31 December 2025
 - **Adrien de Chaisemartin** (Committee Delegate) until 31 December 2025

- **Abdelkadre Mahamat Hassane** (Committee Delegate) until 31 December 2025
 - **Lakshmi Somatunga** (Committee Delegate) until 31 December 2025
 - **Eduardo Humberto Retes** (Alternate Board Member) until 31 December 2025
 - **Mohamed Jama** (Board Member) until 31 December 2025
 - **Gabriella Fésüs** (Committee Delegate) until 31 December 2025
 - **Hannah Haaij** (Committee Delegate) until 31 December 2025
 - **Rob Whitby** (Committee Delegate) until 31 December 2025
 - **Pavani Ram** (Committee Delegate) until 31 December 2025
 - **Julia Hamra** (Committee Delegate) until 31 December 2025
 - **Rajinder Suri** (Committee Delegate) until 31 December 2025
 - **Anne Marie Mbengue Seye** (Committee Delegate) until 31 December 2025
 - **Ngashi Ngongo** (Committee Delegate) until 31 December 2025
 - **David Marlow** (Board Member) until his successor is appointed
 - **Hanna Nohynek** (Independent Expert) until 31 December 2025
- n) **Appointed** the following to the Evaluation Advisory Committee effective 1 January 2024:
- **James Hargreaves** (Independent Expert) until 31 December 2025
 - **Rhoda Wanyenze** (Board Representative) until 31 December 2025
 - **Juan Pablo Gutiérrez** (Independent Expert) until 30 June 2025
 - **Ezzeddine Mohsni** (Independent Expert) until 30 June 2025
 - **Penny Hawkins** (Independent Expert) until 31 December 2025
 - **Malabika Sarker** (Independent Expert) until 31 December 2025
 - **David Hotchkiss** (Independent Expert) until 31 December 2025
 - **Adolfo Martinez Valle** (Independent Expert) until 31 December 2025
 - **Justice Nonvignon** (Independent Expert) until 31 December 2025
 - **Julia Betts** (Independent Expert) until 31 December 2025
 - **Phyllis Dako-Gyeke** (Independent Expert) until 31 December 2025
 - **Helen Evans** (Independent Expert) until 31 December 2025

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 appointments.

Decision 3

The Gavi Alliance Board:

- a) **Appointed** as new Independent Review Committee (IRC) members the individuals listed in Annex A to Doc 01e, for a three-year term from March 2024 until March 2027;
- b) **Reappointed** the IRC members listed in Annex B to Doc 01e for a further three-year term until March 2027;

- c) Exceptionally **approved** the extension of the terms of the IRC members listed in Annex C to Doc 01e for a third term until March 2027; and
- d) Exceptionally **approved** the extension of the term of the IRC members listed in Annex D to Doc 01e for a fourth term until March 2027.

Decision 4

The Gavi Alliance Board:

- a) **Approved** the amendments to the Gavi Alliance Board and Committee Operating Procedures as outlined in Annex E to Doc 01e;
- b) **Approved** the amendments to the Gavi Alliance Audit and Finance Committee Charter as outlined in Annex F to Doc 01e;
- c) **Approved** the amendments to the Gavi Alliance Governance Committee Charter as outlined in Annex G to Doc 01e;
- d) **Approved** the amendments to the Gavi Alliance Investment Committee Charter as outlined in Annex H to Doc 01e; and
- e) **Approved** the amendments to the Gavi Alliance Programme and Policy Committee Charter as outlined in Annex I to Doc 01e.

Decision 5

The Gavi Alliance Board:

Dissolved the COVAX AMC Engagement Group with effect on 31 December 2023.

Decision 6

The Gavi Alliance Board:

- a) **Approved** the Ethics, Risk and Compliance Charter attached as Annex J to Doc 01e; and
- b) **Agreed** that the Gavi Ethics Policy 2021 is rescinded with immediate effect.

Decision 7

In recognition of the findings of the independent evaluation of Gavi's Independent Review Committee, which includes the recommendation for a differentiated IRC review process, and the successful early learnings from the first wave of pilots, the Gavi Alliance Board:

- a) **Agreed** to extend the waiver of the requirement for an independent review, as outlined in the Independent Review Committee Terms of Reference, for up to twenty additional country applications of low risk and low value in 2024; and
- b) **Requested** the Secretariat to report back to the Programme and Policy Committee in the first half of 2024 on ongoing learnings from the pilots.

Decision 8

The Gavi Alliance Board:

- a) **Approved** expanding the meningococcal programme to include support for multivalent meningococcal conjugate vaccines (MMCV) containing at least serogroups *Neisseria Meningitidis* (Nm) A, C and W aligned with the proposed vaccination strategy and including additional investments as outlined in Annex K to Doc 01e;
- b) **Noted** that the initial estimates for financial implications associated with the above approval for the period 2023-2025 are US\$ 136 million and for the period 2026-2030 are US\$ 326 million to US\$ 577 million, the latter contingent on financial resources being made available for the next strategic period;
- c) **Noted** that initial estimates are based on a fully loaded vaccine price for MMCV and include associated cash grant costs, while estimates for the period 2023-2025 also include additional costs for technical assistance and Secretariat expenses. Potential changes in the underlying assumptions of these estimates will be reflected in future financial forecasts; and
- d) **Approved** the provision of campaign operational cost support up to US\$ 0.65 per dose to repurpose meningococcal vaccines with short shelf-life part of the meningococcal stockpile, aligned with the amended International Coordinating Group (ICG) Standard Operating Procedure (SOP).

Bruce Aylward (WHO), Omar Abdi (UNICEF), Sai Prasad (DCVMN) and Drew Otoo (IFPMA) recused themselves and did not vote on Decision Eight above.

Decision 9

The Gavi Alliance Board:

- a) **Approved** the amended terms of the European Investment Bank Frontloading Facility Agreement as set out in Annex L to Doc 01e;
- b) **Approved** the amended terms of the US Development Finance Corporation Rapid Financing Facility Agreement as set out in Annex M to Doc 01e; and

- c) **Noted** that in line with Gavi's Delegation of Authority Policy, any financing arrangement for the purposes of borrowings, and any transaction, or series of related transactions, where Gavi assumes liabilities, contingent or otherwise, of over US\$ 50 million shall require a recommendation to proceed from the Audit and Finance Committee Chair to the Treasurer and the Board.

Gabriella Fésüs (European Commission) and Atul Gawande (United States) recused themselves and did not vote on part a) and part b), respectively, of Decision Nine above.

2. Country Presentation – Ghana

- 2.1 Minister Kwaku Agyeman-Manu introduced the Country Presentation and thanked Gavi for its support to Ghana.
- 2.2 He invited Dr Gilbert Buckle, Ministry of Health, Ghana, to present an overview of Ghana's immunisation programme and the Government of Ghana's transition roadmap and path to self-financing immunisation services.
- 2.3 Dr Buckle reported that Ghana entered the accelerated transition phase in 2022 toward full self-financing of immunisation services and the Ministry of Health expects Ghana to fully transition out of Gavi's support in January 2030. Dr Buckle outlined the government's plans towards sustaining Ghana's high performance, including efforts to increase domestic financing for immunisation, vaccine development and manufacturing.

Discussion

- The Board thanked the Government of Ghana for hosting the Gavi Board meeting. The Board recognised Ghana for its leadership role in the region and for prioritising health care for its citizens.
- The Board commended the Ministry of Health for creating a transition roadmap with strategies and interventions to achieve full autonomy in immunisation financing in 2030. The Board further acknowledged the importance of innovation, health system strengthening, stakeholder engagement and private partner participation in the roadmap.
- Board members affirmed their continued support to Ghana in its self-financing transition journey.

3. CEO's Report

- 3.1 David Marlow, Chief Executive Officer (Interim), outlined a number of key areas from his report (Doc 03) and noted the focus that had been placed on three key priorities for Gavi: i) executing on Gavi 5.1, ii) designing an ambitious strategy for Gavi 6.0, and iii) preparing Gavi for the next Replenishment exercise.
- 3.2 He indicated the continued focus on country and partner engagement, with Gavi implementing countries' priorities driving Gavi 6.0 development.
- 3.3 He reported on enhanced collaboration with The Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), and the Global Financing Facility (GFF), and strong engagement with the Future of Global Health Initiatives (FGHI).
- 3.4 Mr Marlow provided an update on the implementation of the One Gavi model with integrated leadership and the focus on people, culture, and Alliance health.
- 3.5 He reported back on two recent visits to Nigeria for a high-level visit to engage with the new government in September 2023 and for a formal review of the Accountability Framework in November 2023.
- 3.6 Mr Marlow recognised the achievements of the COVAX Facility and provided some detail on the activities related to its sunsetting at the end of 2023.
- 3.7 He concluded with a reflection on the need to go into 2024 with a sense of optimism and a focus on the 2024 must-wins as well as the need for rigorous prioritisation supported by the Board.

Discussion

- The Chair recognised the work of the Secretariat in 2023 on the three key priorities and noted that this had been delivered against a backdrop of significant change, including the CEO transition, other leadership changes, and the ongoing culture journey.
- He acknowledged that a significant number of the Gavi COVAX team will depart at the end of 2023 and that they should be proud of what has been achieved.
- The Chair thanked the CEO (Interim) and the Senior Leadership Team for moving ahead as One Gavi, which has been critical in this challenging year. Board members were appreciative of the continued work on One Gavi.
- Board members noted the need for enhanced collaboration across global health institutions and alignment with countries plans. Board members expressed their appreciation for Gavi's engagement with the Future of Global Health Initiatives (FGHI) and noted that this will be important for how Gavi operationalises its work in 6.0. It was also noted by the Secretariat that there is significant

opportunity in countries to collaborate better, including across the broader ecosystem, and that it will be important to share learnings and insights in this regard in a transparent manner moving forward.

- Board members also commented on the need for the Boards of global health organisations, including Gavi, the Global Fund, and the Global Financing Facility, to establish a means for working together on Board oversight to ensure that collaboration is in place and that the policies set by the Boards are aligned with what is actually needed at country level.
- Board members reflected on plans for the upcoming replenishment exercise and the need to focus on Gavi's strength and to communicate about that with confidence, including with respect to any changes in how Gavi will deliver in Gavi 6.0.

4. Strategy, Programmes and Partnerships: Progress, Risks and Challenges

- 4.1 Aurélia Nguyen, Chief Programme Officer, provided a progress update on the implementation of Gavi 5.0/Gavi 5.1 and associated risks (Doc 04).
- 4.2 She reported the latest figures related to the programmatic strategic goals appearing in the Balanced Scorecard, noting that Gavi is largely on track on its mission indicators, including the number of unique children immunised, future deaths averted. However, she noted that the indicator related to the reduction of zero-dose children is not on track to reach its target following backsliding due to the COVID-19 pandemic.
- 4.3 She also reviewed Gavi 5.1 must-wins including human papillomavirus (HPV) revitalisation, malaria, and reaching zero-dose children and catching up the children who missed vaccinations during the COVID-19 pandemic and presented a proposed decision on the Big Catch Up endeavour.
- 4.4 Finally, she presented the proposed no-cost extensions for Papua New Guinea (PNG) and Timor-Leste.

Discussion

- Anne Schuchat, Chair of the Programme and Policy Committee (PPC), commented that the PPC had wished to encourage countries to put forward ambitious plans for the Big Catch-Up and had framed the budget as an initial US\$ 290 million in order to signal that if countries are able to do more, they could request more. She also noted that the PPC had acknowledged a number of risks associated with support for the Big Catch-Up and the importance of regional review processes and other operational mechanisms to mitigate these risks.

- Board members were supportive of providing flexibility for the Secretariat to provide fully funded catch-up doses for children missed during the pandemic, with several noting that this may be very challenging and will require all partners to lean in to succeed.
- With respect to the timeline for the Big Catch-Up, Board members asked about whether applications could be expedited and whether there would be time limit placed on the applications. It was clarified that the Secretariat would try to turn around complete applications within two weeks of receipt. Regarding a time limit, it was clarified that countries would need to submit applications by mid-2024 with support provided for implementation through to the end of 2025.
- Recognising that there could be challenges with operational funding associated with the Big Catch-Up, Board members queried whether it would be COVID-19 Delivery Support (CDS) funding that would be drawn on first. It was clarified that the Secretariat had provided flexibility to countries to reprogramme health systems strengthening (HSS), equity accelerator funding (EAF) and CDS grants to support catch-up efforts and that many countries were prioritising the use of CDS funding for this following the end of the pandemic.
- One Board member asked about the current number of zero-dose children in countries in transition and specifically in India, and it was reported that India has an impressive coverage rate for three doses of diphtheria-tetanus-pertussis containing vaccine (DTP3) of 93 percentage points, which is higher than pre-pandemic.
- Board members were supportive of the no-cost extensions for Papua New Guinea and Timor Leste; however, several members indicated that this should be considered to be exceptional and that this topic should be carefully considered as part of the design of Gavi 6.0 to avoid the need for ad-hoc decisions such as these moving forward.
- Board members also expressed appreciation for the update on gender that was provided and noted the tremendous progress that had been seen on gender analysis in applications.
- Board members also recognised the efforts made on HPV revitalisation and that HPV Scorecard Indicators show progress to be on track.
- Board members noted that malaria would be a significant cost moving forward and queried plans for integration in collaboration with the Global Fund. The Secretariat noted that integration with countries' national malaria control plans is part of what Gavi's Independent Review Committee looks for when it reviews applications and that there is a fruitful collaboration with the Global Fund as well as a dedicated working group on this topic.

Decision 10

The Gavi Alliance Board:

- a) **Approved** flexibility for the Secretariat to provide fully funded catch-up doses for children missed during the pandemic for an initial amount of US\$ 290 million subject to countries developing robust plans and taking into account the risk mitigation measures as laid out in Annex F to Doc 04;
- b) **Noted** that the above approval reflects the urgent need for ambitious catch-up efforts for the period 2024-2025 and is contingent on available funding from the COVAX Advance Market Commitment (AMC) Pandemic Vaccine Pool (PVP) as confirmed by the Gavi Audit and Finance Committee;
- c) **Approved** that Papua New Guinea be exceptionally granted a no-cost extension of the US\$ 60 million 2019 Strategy funding envelope from December 2025 to December 2027, thereby extending the country's accelerated transition period to December 2027;
- d) **Requested** an external review of the Papua New Guinea strategy be conducted by December 2026; and
- e) **Approved** that Timor-Leste be exceptionally granted a no-cost extension of its post-transition support from December 2023 to December 2025.

5. Country Programmes Delivery Presentation

- 5.1 The Chair noted that this strategic overview of Country Programmes Delivery would be presented jointly by the Gavi Secretariat, UNICEF and WHO.
- 5.2 Thabani Maphosa, Managing Director, Country Programmes Delivery, provided an update on the focus areas for the Alliance that had been presented to the Board in June 2023, including within high impact countries, fragile and conflict countries, core countries, and middle-income countries.
- 5.3 Andrew Owain Jones, Principal Advisor & Chief, UNICEF Supply Division outlined developments related to supply chain performance, availability of cold chain equipment, and demand for immunisation and primary health care services.
- 5.4 Kate O'Brien, Director, Department of Immunization, Vaccines and Biologicals, World Health Organization (WHO), provided updates from a programmatic perspective on malaria vaccines, HPV, and the Big Catch Up.

Discussion

- Board members expressed appreciation for the joint Alliance presentation and several members commented on the ongoing need for close collaboration within Alliance partners and broader partners.
- Several Board members noted the significant progress related to HPV and commented on the need for further research on the various serotypes in Gavi-eligible countries. It was clarified that there are a number of vaccines with a number of different serotypes, and that WHO is carefully monitoring the performance of the vaccines to inform the choice of vaccines.
- On malaria, several Board members reflected on the need for close collaboration between organisations and requested further information on the vaccine market and current WHO Strategic Group of Experts on Immunization (SAGE) recommendations. It was clarified that there are two processes underway related to malaria vaccines: one is a policy process following the review of safety and evidence around efficacy of the R21 vaccine, which has resulted in policy recommendations; and the second relates to prequalification of the vaccine, which also entails the review of the manufacturing process, and this process is not yet complete.
- In relation to engagement with Civil Society Organisations (CSOs), several Board members commented on the progress in the 10% allocation to CSOs and queried reports of delays in contracting with CSOs. It was clarified that the Secretariat has recently appointed two fund managers to help with contracting who will also be providing capacity building support to local NGOs and civil society. It was clarified that while there had been some contracting issues as a result of moving to multi-year approvals but that the Secretariat has been resolving these.
- Several Board members commented on the challenge of reaching zero-dose children in fragile and humanitarian contexts. The Secretariat noted that this is a very important area of work and that it has been engaging with partners including the United States Agency for International Development (USAID) and the World Food Programme to explore options to bundle services and distribution in some of those areas.
- One Board member asked about progress in channelling more funds through government systems. The Secretariat responded that there has been very good progress in this area in terms of overall trends; however, there have also been cases of needing to move backwards in some countries based on current country contexts.

6. Committee Chair and IFFIm Board Reports

- 6.1 The Chair introduced this item by recognising the huge amount of important work driven by the Board Committees and the International Finance Facility for Immunisation (IFFIm). He reminded the Board that one of the recommendations coming out of the Board and the Board Committee evaluation was for the Committee Chair's reports to be taken earlier in the agenda of Board meetings, prior to the Board decisions that are typically formalised on the second day of the meeting.
- 6.2 He also recognised the important contribution of Professor Rose Leke, Chair of the Independent Review Committee, and Professor Helen Rees, Chair of the Vaccine Investment Strategy 2024 Steering Committee.

Governance Committee

- 6.3 Sarah Goulding, Governance Committee (GC) Chair, presented a report on activities of the Governance Committee.
- 6.4 She expressed appreciation to those involved in the Board and Committee nominations for 2024, including on the nomination of the Vice Chair and the ongoing work of the Unaffiliated Board Member Recruitment Subcommittee, chaired by Teresa Ressel.
- 6.5 Ms Goulding reported on: i) the update to the Delegation of Authority Policy, approved by the Board in September 2023; ii) the follow-up to the Board and Board Committee evaluation and the areas that had been or would be reformed; and iii) the review and update of the Ethics, Risk and Compliance Charter to provide a clearer sense of its mandate, terms of reference and roles and responsibilities.
- 6.6 Ms Goulding noted on the topic of confidentiality of materials that the Governance Committee had endorsed a set of guidelines that was shared with the Board and that will become a formal request for a signed undertaking in 2024.
- 6.7 Finally, she reflected on the momentous recommendation before the Board for the dissolution of the AMC Engagement Group at the end of 2023.

Discussion

- Board members expressed appreciation for the work already done to action some of the recommendations of the Board and Board Committee Evaluation including adjustments to the Governance Committee mandate and to the size of the PPC, and for the increased frequency of All-Chairs Group meetings, which Board members indicated had already been beneficial.

Audit and Finance Committee

- 6.8 Naguib Kheraj, Audit and Finance Committee (AFC) Chair, presented the report of the AFC. He commended the Gavi Secretariat for responding to the Committee's queries in a timely manner and for providing improved quality reporting which has enabled higher quality discussions with the AFC.
- 6.9 He noted that there are sufficient funds available to finance the investment proposals presented to the Gavi Board for its consideration at this meeting but that if all matters are approved, financial flexibility would be significantly reduced. He further noted a strong sentiment from the AFC that if all current strategic priorities are carried forward into the next strategic period and new priorities are identified in the Gavi 6.0 strategy design process, any significant additional commitments will need to come with new funding or programme expenditure reprioritised.
- 6.10 Mr Kheraj highlighted that all other key matters within the AFC report would be raised in the context of other meeting topics.

Investment Committee

- 6.11 Yibing Wu, Investment Committee Chair, presented the report of the Investment Committee (IC) and provided a summary of the preliminary investment report through 30 September 2023.
- 6.12 He highlighted that high volatility continued to disrupt the financial markets with heightened interest rates, noting many market participants believe global inflation has now peaked. He noted that to create long-term sustainable return, investments need to have resilience and sustainability, and that diversification would be required to achieve these objectives.
- 6.13 Mr Wu reported that Gavi's year to date long-term portfolio performance was +6.5% versus a policy index return of +3.7%. He explained that Fixed Income assets significantly helped the long-term portfolio outperform its policy index.
- 6.14 He reminded the Board that the Committee continues to cautiously build the 12% allocation in private assets and the IC had agreed to focus on private equity investing. He reported that the Committee approved three private equity investments for a total commitment of US\$ 40 million in 2023.
- 6.15 Finally, he noted the Committee will review Gavi's Sustainable Investment Policy in 2024 as part of an initiative to strengthen Gavi's sustainable investment practises.

Programme and Policy Committee

- 6.16 Anne Schuchat, Chair of the PPC, noted that at the last PPC meeting in October 2023 there had been two new agenda items: i) a presentation from the IRC Chair, Professor Rose Leke, which provided detail about the quality of applications and the process improvement that is ongoing; and ii) the first standalone presentation on Gavi's gender work, which was very well received and greatly appreciated.
- 6.17 She also provided clarification on the PPC recommendation on multivalent meningococcal conjugate vaccine that had been included on the consent agenda despite its potentially large economic consequence. She noted that in the Vaccine Investment Strategy 2018 process a multivalent meningococcal conjugate vaccine had been approved in principle with a target product profile that could eventually replace the single serogroup meningococcal vaccine in the routine EPI programme. She noted that all required steps had been met including WHO prequalification and WHO's SAGE reviewed the performance of this newer product and updated its recommendations.
- 6.18 She highlighted that all other key matters within the AFC report would be raised in the context of other meeting topics.

Discussion

- Board members commented on the importance and impact to date of the multivalent meningococcal vaccine; and given its cost, reflected on the potential need in Gavi 6.0 to prioritise.
- Board members also expressed appreciation for the standalone gender update.
- With respect to ongoing work with the Global Fund and others, several Board members noted that it would be useful to have a joint workplan to track collaboration across partners that could be reviewed in the first instance by the PPC.

Evaluation Advisory Committee

- 6.19 James Hargreaves, Evaluation Advisory Committee (EAC) Chair, presented a report on activities of the EAC since the last Board meeting.
- 6.20 He noted that the EAC together with the Secretariat had been preparing for Gavi 6.0, taking into account the findings of the MOPAN assessment and a subsequent review of the evaluation function in 2024, and that Board members' input on these discussions would be welcome. He flagged three points in this regard: i) there is excellent evaluation practice at Gavi on which to build; ii) there are a series of regular challenges that the centralised evaluation agenda has to

confront and which the EAC advises on. These include strengthening the credibility of the evaluations, ensuring they are independent, and making sure they are useful; and iii) there are opportunities to think about how to increase the Gavi evaluation offer in Gavi 6.0.

- 6.21 Dr Hargreaves reported on ongoing work to expand the pool of independent evaluation suppliers that he had highlighted at the last Board meeting. He noted that he had co-hosted a meeting in Banbury, Canada, in October 2023 together with the Chair of the Independent Evaluation Panel at the Global Fund and attended by the Evaluation Unit of the Global Finance Facility.
- 6.22 He reviewed the ongoing centralised evaluations that the EAC had provided guidance on in its last meeting, including the Zero-Dose Evaluation, the Mid-Term Evaluation, COVAX Evaluation Phase 2, and Strategy Operationalisation Evaluation.

Discussion

- Board members asked for further clarification to be provided on the challenge in securing country voices in the Zero-Dose Evaluation and on the timeline for the COVAX Phase 2 Evaluation, which would be followed up by the Secretariat.

IFFIm Board

- 6.23 Doris Herrera-Pol, IFFIm Board member, presented the report of the IFFIm Board on behalf of the IFFIm Board Chair, noting IFFIm provided US\$ 2.5 billion in 2023 for Gavi's core programmes and the COVAX Advance Market Commitment (AMC). She reported the remaining capacity for the 2021-2025 strategic period is US\$ 690 million.
- 6.24 She noted that IFFIm is working with Gavi and the World Bank to develop a strategy to support Gavi 6.0 and that IFFIm is expected to have a moderate amount of assured resources available for the next strategic period. She also highlighted that IFFIm donors have expressed support for an IFFIm Contingent Financing Mechanism as part of Gavi's Day Zero Financing Facility.
- 6.25 Ms Herrera-Pol shared recent news about IFFIm, including the United Kingdom Foreign, Commonwealth & Development Office's annual review which rated IFFIm an A+.
- 6.26 Finally, she noted that Kenneth Lay was reappointed as Chair and she encouraged Gavi Board members to suggest potential candidates for the IFFIm Board as Board recruitment is underway.

7 Financial Update, including financial forecast

- 7.1 Naguib Kheraj, Chair of the Audit and Finance Committee (AFC), provided introductory remarks noting there are sufficient resources available for the investment priorities proposed at this meeting for Board approval. He highlighted that there is limited additional financial flexibility and the forecasts are predicated on the assumption that donors will agree to reallocating COVAX AMC funds.
- 7.2 Assietou Diouf, Chief Financial Officer, presented the updated Gavi Financial Forecast for 2021-2025 (Doc 07) summarising key changes since the forecast was last presented to the Board at its June 2023 meeting.
- 7.3 She reported that US\$ 103 million is available for future investments in the Gavi 5.1 (2021-2025) financial forecast. She noted that the forecast is US\$ 6 million lower compared to what was presented in June 2023, reflecting a decrease in resources primarily due to higher programmatic expenditures.
- 7.4 She presented the COVAX (2020-2025) financial forecast reporting that US\$ 2.1 billion remains available in the Pandemic Vaccine Pool (PVP). She noted the forecast reflects lower expenditure compared to what was presented in June 2023 due to lower vaccine demand and a net increase in resources of US\$ 46 million primarily due to investment income.
- 7.5 Finally, Ms Diouf outlined risks and opportunities to the financial forecasts and provided an illustrative forecast for Gavi 6.0. In relation to the Gavi 6.0 illustrative forecast, she emphasised that a high level of commitments based on current programme approvals underline the importance of strategic trade-offs and prioritisation in the Gavi 6.0 design.

Discussion

- In response to a question about recommendations subject to AMC Donors approval, the Secretariat explained that extensive discussions have taken place with the donor community and 80% have endorsed the reallocation of funds which provides significant financial means to fund the requested US\$ 1.8 billion for three investment proposals: African Vaccine Manufacturing Accelerator, the Big Catch Up, and Pandemic Prevention Preparedness and Response (including the First Response Fund of the Day Zero Financing Facility). The Secretariat further noted that each donor needs to amend its donor agreement with Gavi which is expected to occur in Q1 2024.
- In response to several questions about the Gavi 6.0 illustrative forecast, the AFC chair clarified that the forecast is based on a myriad of assumptions and does not prejudge future donor contributions or future investment decisions. It was noted that only existing approved and endorsed programmes have been forecast and the projections are prepared to enable the Secretariat to allot

funding to these programmes in accordance with the Programme Funding Policy.

- Board members noted Gavi has a lower level of assured resources going into the next strategic period, noted macro level financial constraints and competing priorities likely to require decisions on trade-offs and suggested developing proactive contingency plans in case more risks in the financial forecast materialise.

Decision 11

The Gavi Alliance Board:

- a) **Noted** that the Audit and Finance Committee reviewed the financial implications of the recommendations to be made to the Programme and Policy Committee and concluded that the recommendations relating to the current strategic period could be approved by the Gavi Alliance Board in accordance with the Programme Funding Policy, and subject to AMC Donors approval for re-purposing of PVP funds, however the recommendations relating to the next strategic period (Gavi 6.0) are contingent on additional funding being made available.
- b) **Approved** the updated Financial Forecast for the Gavi 5.1 (2021-2025) Strategic Period of Qualifying Resources of US\$ 10.4 billion and Forecast Expenditure of US\$ 10.3 billion.
- c) **Approved** the updated Financial Forecast for the COVAX AMC (2020-2023) and the COVID-19 programme (2024-2025) of Qualifying Resources of US\$ 12.5 billion and Forecast Expenditure of US\$ 12.5 billion (made up of US\$ 9.6 billion base expenditure, US\$ 2.1 billion pandemic vaccine pool, US\$ 0.6 billion dose sharing ancillary, and US\$ 0.2 billion interest income, after funding the COVID-19 programme).
- d) **Approved** the illustrative Financial Forecast for the Gavi 6.0 (2026–2030) Strategic Period of Qualifying Resources of US\$ 8.7 billion and Forecast Expenditure of US\$ 7.2 billion noting that only **existing Approved and Endorsed programmes have been forecast** and the projections have been prepared to enable the Secretariat to allot funding to these programmes in accordance with the Programme Funding Policy and **does not prejudice future donor contributions or future investment decisions**.
- e) **Noted** that given the increasing trend of expenditures, coupled with the fact that we are nearing the end of the cycle with resources close to full utilisation, the Gavi Alliance Board is advised that there is now limited financial flexibility and any significant additional commitments would need to come with new funding or programme expenditure reprioritised, and/or be considered in the Gavi 6.0 strategy design process. As the Board engages in the Gavi 6.0 strategy design process, it is also advised that while the Gavi 6.0 forecast is an illustrative forecast, it shows a high level of commitments based on current approvals, which illustrates the importance of strategic trade-offs and prioritisation in the Gavi 6.0 design.

8. Update from Ethics, Risks and Compliance Office

- 8.1 Naguib Kheraj, Chair of the Audit and Finance Committee (AFC), provided introductory remarks noting that the AFC had recommended the Risk and Assurance Report and Risk Appetite Statement for Board approval.
- 8.2 Maria Thestrup, Chief Ethics, Risk and Compliance Officer presented this item (Doc 08). She outlined changes made to the Annual Risk and Assurance Report 2023 including a new methodology to strengthen the process of risk identification, assessment and mitigation. She highlighted the top 10 risks to the Alliance noting risk owners are identified to help assess risk mitigation effectiveness. She further noted the top two risks are VPD (vaccine preventable diseases) outbreaks risk which has the most noticeable increase from high to very high, bringing the risk outside of Gavi's risk appetite, and Country Management Capacity which remains the most elevated risk and is outside of Gavi's risk appetite.
- 8.3 She outlined proposed amendments to the Risk Appetite Statement (RAS) which incorporate guidance lent by the Programme and Policy Committee (PPC) on VPD outbreaks risk and proposed amendments by the Audit and Finance Committee (AFC).

Discussion

- Several Board members welcomed the increased focus on risk mitigation and actions within the Annual Risk and Assurance Report 2023. The PPC and AFC Chairs noted their respective committees were also supportive of the focus on risk management and mitigation.
- One Board member suggested reviewing the risk mitigation strategies for sustainable transition and backsliding risk and encouraged the Secretariat to consider new strategies.
- In response to a question about Risk Appetite Statement changes and related operational costs, the Secretariat confirmed expected costs are accounted for in the financial forecast.
- In response to a question about policy implications of the Ethics, Risk and Compliance charter, the Secretariat responded that work is underway to develop and implement policies to address risk conduct and unethical conduct. The Secretariat agreed to provide an update to the Board on the operationalisation of the Charter and implications for the Board.
- Several Board members asked about the Prevention of Sexual Exploitation, Abuse and Harassment work to which the Secretariat noted a framework and action plan have been developed and this work is fundamental to Gavi's ethics programme.

Decision 12

The Gavi Alliance Board:

- a) **Approved** the draft Risk and Assurance Report 2023 as set out in Annex A to Doc 08; and
- b) **Approved** the updated Risk Appetite Statement as set out in Annex B to Doc 08.

9. Road to Replenishment

- 9.1 The Chair gave introductory remarks noting that Gavi must move quickly to commence the replenishment process to make a successful transition from Gavi 5.1 to Gavi 6.0.
- 9.2 The Chair invited his Excellency Budi Gunadi Sadikin, Minister of Health, Indonesia, to say a few words about the G20 Presidency as well as to reflect on Indonesia's national healthcare transformation and mass vaccination programme.
- 9.3 Marie-Ange Saraka-Yao, Chief Resource Mobilisation and Growth Officer presented this item (Doc 09) noting the limited financial flexibilities that Gavi has for the remainder of the current strategic period. She highlighted that the Alliance's achievements during Gavi 5.1 had been made possible by strong and sustained donor support, a growing donor base and a diverse set of funding mechanisms which the Gavi Secretariat would seek to engage in the next replenishment.
- 9.4 She reported that for Gavi 5.1, all multi-year agreements had been signed and 98% of the annual pledges have been paid per the agreed schedule. To date total commitments amount to US\$ 8.9 billion in pledges and US\$ 1.7 billion from IFFIm, with 34 donors to Gavi core work.
- 9.5 Ms Saraka-Yao outlined preparations for the replenishment investment opportunity starting with a planned launch in mid-2024 and a pledging conference likely at the end of 2024 so that the Gavi 6.0 strategy could be resourced and implemented in 2026.
- 9.6 She highlighted key drivers of expected costs in Gavi 6.0 and noted IFFIm was used extensively in the current strategic period so it would also be important to replenish IFFIm.

Discussion

- The Board discussed availability of funding being impacted by inflation and interest rate levels and underlined how Gavi will need to raise more resources to maintain the same level of programmatic support raised in 2020.
- Board members commented on how raising resources in 2024-2025 would be difficult and suggested mapping potential risks such as political and socioeconomic factors that could affect Gavi's replenishment, along with clear risk mitigation plans. The Board advised conducting scenario planning and being prepared for contingencies in the event of a replenishment shortfall.
- Board members discussed potentially expanding Gavi's donor base but ensuring any additional donor engagement is sustainable and that the Secretariat is well equipped with expertise and resources to manage the engagement.
- A Board member enquired about potential synergies with other global health initiatives to which the Secretariat responded it is already thinking about how Gavi could partner with different organisations such as the Global Fund on the control of malaria and tuberculosis and regional organisations, such as the Africa CDC.
- Board members suggested actively engaging country voices in the investment opportunity and ensuring the Pandemic Prevention, Preparedness and Response work is included in the investment case. The Board noted that Gavi has a strong investment case and it is paramount to ensure the replenishment timeline allows for Gavi to engage with the Board in developing the strongest investment case possible.
- Board members raised questions around timing and whether the process outlined allows for sufficient time. The Secretariat noted that the timing has to allow for agility and flexibility and indicated that the proposed launch of the investment opportunity in mid-2024 will be important to ensure that there is sufficient time between the launch and the pledging conference for important conversations and consultations to take place while navigating a large number of national elections and other related events.

10. Gavi's Role in Pandemic Prevention, Preparedness and Response

10a Pandemic Prevention, Preparedness and Response (PPPR)

10a.1 The Chair introduced this item, which would be considered in two parts, noting that the recent pandemic experience had demonstrated the importance of

coordinated efforts to ensure preparedness and readiness for future pandemics.

- 10a.2 He welcomed Jean Kaseya, Director General, Africa Centres for Disease Control, who would observe this item and be invited to make some remarks.
- 10a.3 Anne Schuchat, Chair of the PPC, introduced this item and reported that PPC members had been supportive of the coalition of vaccine partners for PPPR that is resourced, equipped with the right capabilities and capacities.
- 10a.4 She indicated that the PPC had also provided guidance on the First Response Fund of the Day Zero Financing Facility for Pandemics and advised that it would be important to specify details of the mechanism, including on governance, the exact funding triggers and whether multi-country outbreaks or epidemics might be included, and modalities to ensure the appropriate use of funds.
- 10a.5 She noted that the PPC had not been prepared to make a recommendation to the Board on a proposal to establish a health worker immunisation platform and had suggested that this be considered as part of Gavi 6.0 deliberations.
- 10a.6 Derrick Sim, Managing Director, Vaccine Markets, Health Security and COVAX, presented the two proposals before the Board that fall under Gavi's PPPR approach, which brings together Gavi's PPPR work and investments in routine immunisation, stockpiles, the experience from COVAX and the evolution of Gavi's role in PPPR in the 5.1 strategy (Doc 10a).
- 10a.7 Marie-Ange Saraka-Yao, Chief Resource Mobilisation and Growth Officer, presented the First Response Fund, which she explained was intended to meet the call for faster access to financing when the next pandemic hits.
- 10a.8 The Chair of the Audit and Finance Committee noted that the AFC had considered and recommended the First Response Fund of the Day Zero Financing Facility for Pandemics.

Discussion

- With respect to the coalition of vaccine partners, Board members were very supportive of the approach. Several Board members requested further information on the expected outcomes or tangible results that could be expected, in particular for countries, and on which partners would participate. It was clarified that the coalition would work through existing mechanisms and address areas of need. The Secretariat highlighted that in the first half of 2024 there would be engagement planning with partners and countries to understand needs and gaps and that this consultation would be very important to outline the work plan and identify appropriate partners.
- Several Board members acknowledged that this work is linked with other processes including the Intergovernmental Negotiating Body (INB) and interim

medical countermeasures (i-MCM) network. The Secretariat confirmed that it was already engaged with and would stay abreast of those processes to support the complementarity of the Secretariat's work with these processes.

- In relation to the First Response Fund of the Day Zero Financing Facility for Pandemics, it was noted that modified decision language had been proposed. It was clarified that this was not due to any concern about the proposal itself, but rather as a matter of principle that a large funding request should be deliberated, and that the amendment to the decision language was to establish some guardrails and a timeline and to ensure linkage back to the Board. In this regard, the Chair of the AFC noted that he was comfortable with the proposed amendments.
- Several Board members commended the Secretariat for acting on lessons from the COVID-19 pandemic, noting that the First Response Fund could act as a downpayment on a more effective response to the next pandemic.
- One Alliance partner commented on the adequacy of the proposed US\$ 500 million envelope and confirmed that this amount was appropriate and was aligned with the analysis that had been done under the G20 joint Health and Financing Task Force.
- One Board member noted his constituency's preference for a broad end-to-end surge financing instrument across the medical countermeasures landscape, beyond vaccines, and requested that the Secretariat continue to follow the broader discussions in the fora on surge financing, including the G20 joint Health and Financing Task Force, to ensure continued alignment or possible merging of this instrument with global approaches as part of the reporting back to the Board in 2024.

Decision 13

The Gavi Alliance Board:

- a) **Approved** up to US\$ 22 million to support a coalition of vaccine partners outlined in Annex A to Doc 10a as amended by discussions at the Programme and Policy Committee (PPC) to be committed during the Gavi 5.1 strategic period, in line with Gavi's approach to pandemic prevention, preparedness and response (PPPR);
- b) **Noted** that the investment would be to vaccine partners, coordinating through existing mechanisms, ensuring that the scope of activities covers critical linkages across outbreaks, epidemics, and pandemics, and resilient routine immunisation programmes and continues to align with the Intergovernmental Negotiating Body (INB) and medical countermeasures (MCM) network deliberations;
- c) **Noted** the PPC's guidance on the programmatic aspects of the investment proposals outlined in Annex A to Doc 10a for the Day Zero Financing Facility for

Pandemics for which an estimated amount of up to US\$ 500 million could be allocated, noting that the Gavi Audit and Finance Committee would recommend the Day Zero Financing Facility for Pandemics to the Board for approval;

- d) **Noted** that this approval and any additional approvals are contingent on available funding from the COVAX Advance Market Commitment (AMC) Pandemic Vaccine Pool (PVP) as confirmed by the Gavi Audit and Finance Committee;
- e) **Noted** that any additional approvals required in the further development of these proposals will be brought back to the Board through the relevant Board committees as per standard Gavi governance process and in line with Gavi policy;
- f) **Noted** that the investment proposals were developed with full consideration of enhanced collaboration with other pandemic recovery and PPPR initiatives and considered by the COVAX AMC Investors Group, as requested by the Board in June 2023, and were supported as options for the use of COVAX AMC PVP funds; and
- g) **Noted** that the PPPR approach will be further refined for Gavi 6.0, and associated investments considered as part of Gavi 6.0 strategy development, including but not limited to investments presented to the AMC Investors Group that did not receive funding.

Bruce Aylward (WHO), Omar Abdi (UNICEF), and Rafael Vilasanjuan (CSO) recused themselves and did not vote on part a) of Decision 13 above.

Decision 14

The Gavi Alliance Board:

- a) **Approved** the financing of a First Response Fund of up to US\$ 500 million, under Gavi's Day Zero Financing Facility, contingent on the available funding from the COVAX AMC Pandemic Vaccine Pool (PVP);
- b) **Noted** that the financing for the First Response Fund will be held in a ringfenced account with its own reporting requirements; and
- c) **Requested** that the Secretariat brings back to the Board the following in the first half of 2024: i) the establishment of a treasury management policy and function; ii) the governance arrangements including examples of the triggers under which the fund may be drawn in a public health emergency (PHE) and for what purposes; noting that approvals to release these funds will be brought back to the Board through the relevant Board Committees, with programmatic conditions as appropriate for the specific PHE; iii) further information on how the First Response Fund is aligned with, and complementary to, other PPPR surge financing initiatives.

10b African Vaccine Manufacturing Accelerator (AVMA)

- 10b.1 The Chair introduced the second part of this agenda item, noting that in December 2022 the Board had tasked the Secretariat to rapidly progress the African Vaccine Manufacturing Accelerator instrument. He commended the Secretariat on a highly consultative process and noted that while the terms of the AVMA were to be considered at this Board meeting, further details of the operationalisation of the instrument would come back to the PPC and Board in Q2 2024.
- 10b.2 Anne Schuchat, Chair of the PPC, introduced this item and reported that PPC members were supportive of the AVMA concept and noted the critical role that Gavi should play given its strength in financial innovation and market shaping for vaccines. PPC members wished to send a strong signal to industry and investors that the Gavi Alliance was prepared to proceed with the establishment of the mechanism by recommending the headline terms of AVMA to the Board.
- 10b.3 She reported that PPC members requested that further analysis be carried out in relation to four elements that had been included in the draft term sheet and noted there is still significant work to do over the coming six months to operationalise AVMA and finalise the implementation of the mechanism, including on governance.
- 10b.4 She also highlighted that the PPC recognised that this will not be successful unless there are efforts to strengthen regulatory capacity, strengthen WHO's prequalification machine, to develop the workforce and the tech transfers, among other activities.
- 10b.5 Jean Kaseya, Director General, Africa CDC, attending as a guest and at the invitation of the Chair, encouraged the Gavi Board to proceed with approving this decision and indicated that the Africa CDC is fully committed to the success of AVMA. He informed the Board that the Africa CDC is also currently working with the UN Economic Commission in Africa on an African Union legal instrument to establish a pooled procurement mechanism to be approved in February 2024 during the AU assembly. He also acknowledged that while there may need to be adjustments to the initial design and funding of AVMA, it will send a strong message to the world that a market is being created for local African manufacturing.
- 10b.6 Marie-Ange Saraka-Yao, Chief Resource Mobilisation and Growth Officer, outlined the key design features of the AVMA mechanism and the consultative process that had led to this proposed decision. (Doc 10b).

Discussion

- Board members enthusiastically supported this decision and reflected on its historic and game changing nature as well as the signal of confidence in the African continent that it sends.

- Board members expressed appreciation for the consultative and inclusive process to get to this decision as well as for the collaboration with the Africa CDC that has shown critical and strong leadership. The Secretariat indicated that the consultative approach will continue over the next six months to bring back further detail on operationalisation of AVMA to the Board.
- Board members noted that the AVMA will sit within a broader ecosystem and that it is just one of four pillars of Gavi's strategy to support African Vaccine Manufacturing, and a complement to Gavi's broader work on PPPR. They indicated that it is hoped AVMA may create positive externalities. In this regard, Board members commented on the work still required to strengthen regulatory capacity, strengthen WHO's prequalification machine, and develop the workforce and the tech transfers.
- Board members also emphasised demand as a key determinant for AVMA's success and acknowledged the Africa CDC's important announcement regarding a new legal instrument for pooled procurement.
- Board members also flagged that the initiative carries high risk and that there is still important work to do on risk mitigation and governance arrangements, which will be brought back to the Board in 2024.
- The Chair invited Alexandre Ghisleni, Global Health Ambassador, Head of the Special Office for International Affairs, Brazil, to address the Board as his government takes up the mantle of the G20 Presidency. Ambassador Ghisleni shared the main health policy deliverables expected under the G20's Joint Taskforce on Health and Finance and the Health Working Group, namely the establishment of an alliance for original production and innovation and the G20 debt for health initiative.
- The Chair also invited Jérémie Forrat-Jaime, Alternate Board member (France), to address the Board. Mr Forrat-Jaime announced on behalf of the French Government that France, under the leadership of President Emmanuel Macron, had accepted to co-host the launch of AVMA and the Gavi 6.0 investment opportunity in June 2024.
- On behalf of the Africa CDC and the Africa Union, Jean Kaseya, Director General, Africa CDC, confirmed their engagement as co-hosts for this event.

Decision 15

The Gavi Alliance Board:

- a) **Approved** the establishment of the African Vaccine Manufacturing Accelerator (AVMA) as an instrument to provide time-limited financial support to accelerate the expansion of commercially viable vaccine manufacturing in Africa, in accordance

with the base design criteria set out in Annex A to Doc 10b as amended in follow up to discussions at the PPC;

- b) **Noted** that this approval is contingent on available funding from the COVAX Advance Market Commitment (AMC) Pandemic Vaccine Pool (PVP) as confirmed by the Gavi Audit and Finance Committee. Under the base proposal, a capitalisation of up to US\$ 1 billion is required;
- c) **Noted** that the investment proposals were developed with full consideration of enhanced collaboration with other pandemic recovery and PPPR initiatives and considered by the COVAX AMC Investors Group, as requested by the Board in June 2023, and were supported as options for the use of COVAX AMC PVP funds; and
- d) **Requested** that the Secretariat brings back to the Board the following in the first half of 2024: further analysis of legal and regulatory risks relating to the provision of Gavi's support; the articulation of intermediate milestones and review points; the establishment of a Treasury function; proposed governance arrangements with related legal terms and conditions established; and a high-level mapping of key dependencies related to regional demand, regulatory strengthening and prequalification functions at WHO.

Sai Prasad (DCVMN), Drew Otoo (IFPMA), and Juan Pablo Uribe (World Bank) recused themselves and did not vote on part a) of Decision 15 above.

11. Vaccine Investment Strategy 2024: Proposed Shortlist

- 11.1 Anne Schuchat, Chair of the PPC, introduced this item and noted that the PPC had recognised the rigour and comprehensiveness of the Vaccine Investment Strategy (VIS) 2024 analyses and commended the oversight of the VIS Steering Committee, which was chaired by Professor Helen Rees.
- 11.2 She reported that the PPC had been supportive of the proposed shortlist and had highlighted the importance of balancing the capacity of countries to deliver on the current portfolio versus the introduction of new vaccines and the role of the Alliance in supporting countries to make prioritisation decisions.
- 11.3 The PPC also discussed the evaluation of potential support to develop health worker and maternal/newborn immunisation touchpoints or platforms. The Committee's view was that this support should be reviewed more holistically and strategically through the health systems strategy review that is part of the development of Gavi 6.0, and thus had been removed from the VIS.

- 11.4 Kelechi Ohiri, Chief Strategy, Policy and Innovation Officer outlined the progress of the VIS 2024 exercise to date, noting that it had followed a rigorous, analytical, consultative, and evidence-based process (Doc 11).
- 11.5 Marta Tufet Bayona, Head, Policy, presented the proposed vaccine shortlist for VIS 2024 as included in the recommendation before the Board.

Discussion

- Board members commended the Secretariat for the strength of the process and analytical rigor of this exercise, noted the discussion is linked to the scope and level of ambition of the Gavi 6.0 and that questions on vaccine introduction v. sustainability are key for Gavi 6.0.
- Several Board members commented on the increasing complexity of evaluating vaccines and their delivery to different target populations. The Secretariat acknowledged evaluation was complex due to the lack of data and poor surveillance in many Gavi-eligible countries. Furthermore, the delivery of these vaccines would require potential support for new immunisation touchpoints or platforms, and that both these issues were being considered as part of the planning for Gavi 6.0.
- Board members expressed support for the proposed shortlist, highlighting the importance of the inclusion of vaccines against dengue and tuberculosis. One Board member, while supporting the proposed shortlist, noted that it seemed unlikely that the full outcome of the VIS 2024 should be included in the Gavi 6.0 strategy as there might be a need to prioritise vaccines that are already within Gavi's portfolio. They also pointed to the introduction of new vaccines v. sustainability as a key question for Gavi 6.0.
- Board members noted the need for a holistic view of country capacity including health systems and fiscal space. It was noted that some of that is already being considered as part of the Co-financing Policy and Eligibility and Transition Policy, and countries would be supported by the Secretariat and Alliance partners.
- Several Board members noted that there will be a need to go through a prioritisation exercise and consider opportunity cost, and that it would be important to remain clear-eyed about the financial implications of the shortlisted vaccines.
- Board members also commented on the need to simplify Gavi's grant application processes to the extent possible. It was clarified that this topic would be brought to the Board Retreat in April 2023, which will look at some of the levers and enablers for Gavi 6.0 and which would aim to simplify the processes for applications and Gavi operating model processes.

- Several Board members asked about the analysis of cost effectiveness of the short list of vaccines. The Secretariat clarified that the next step in the analysis would include more detailed costing, bring in additional disease experts, and consider additional factors including demand forecasting, feasibility, needs to retrain health workers, etc.
- Some Board members expressed hesitation about supporting COVID-19 vaccine moving forward but agreed on its inclusion at this stage in the recommendation. It was requested that the option of not investing in COVID-19 vaccine from 2026 is included in the investment case to be presented to the Board.

Decision 16

The Gavi Alliance Board:

For vaccines for endemic disease prevention:

- a) **Requested** the Secretariat to develop possible investment options for further consideration for tuberculosis, group B streptococcus, shigella and dengue vaccines;

For vaccines for epidemic-prone diseases:

- b) **Requested** the Secretariat to develop possible investment options for further consideration for hepatitis E vaccines;
- c) **Requested** the Secretariat to monitor and update living assessments for Chikungunya and Mpox vaccines, including potential investments in learning agendas in consultation with WHO and other partners; and

For COVID-19 from 2026:

- d) **Requested** the Secretariat to develop possible investment options for further consideration of a continued time-limited COVID-19 vaccine programme from 2026.

Sai Prasad (DCVMN) and Drew Otoo (IFPMA) recused themselves and did not vote on Decision 16 above.

12. COVAX Update

- 12.1 Anne Schuchat, Chair of the PPC, introduced this agenda item and indicated that the PPC had expressed great appreciation for the work of the Secretariat, Alliance partners, and countries to stand up and deliver COVAX.

- 12.2 Derrick Sim, Managing Director, Vaccine Markets, Health Security/Office of the COVAX Facility, provided an update on key achievements of COVAX after nearly three and a half years since COVAX had been created (Doc 12).
- 12.3 He reported on the integration and closure of COVAX taking place across people, processes and technology dimensions, and touched on how COVAX learnings are being incorporated moving forward.
- 12.4 Dr Sim also presented an update on COVID-19 vaccine delivery to date as well as on the approved COVID-19 programme for 2024-2025, which is on track in terms of implementation of the design as well as operationalisation.
- 12.5 He noted that the final part of a multi-phase COVAX evaluation was underway, representing a first for the Alliance with a fully joint evaluation across all the key COVAX partners, and this evaluation had been jointly commissioned by Gavi, WHO and UNICEF.

Discussion

- Board members expressed appreciation to all those involved in the design and operation of COVAX for the hard work invested in this important endeavour for vaccine equity and reflected on COVAX as an example of successful multilateralism.
- Several Board members commented on the tail-end activities that need to be completed and which the Secretariat indicated it would continue its work on these.
- In relation to COVAX-related risks, the Secretariat clarified that it had undertaken an extensive mapping of risks to make sure they were covered and had been working closely with partners to monitor the ongoing epidemiology.
- Several Board members commented on the need to apply lessons from COVAX evaluations as well as other learnings and to share these broadly. The Secretariat noted that it would continue to do so. On the specific question of learnings related to community-based investments, the Secretariat noted that the CSO Constituency had embarked on a lessons learned exercise focusing on community level efforts and that this had been made available on WHO's learning platform, TechNet.
- One Board member queried the learnings from humanitarian settings and the Secretariat indicated that earlier this year there had been a convening of a broader set of partners, including humanitarian organisations, in Nairobi, which had identified various areas for action and deeper moves in PPPR.
- With respect to the use of COVID-19 Delivery Support (CDS) funds, which have been extended until 2025, the Secretariat reported that it is monitoring to see

how these could be allocated towards integration and system strengthening activities.

13. Report from Audit & Investigations

- 13.1 Lucy Elliott, Managing Director, Audit & Investigations (A&I), presented this item (Doc 13) highlighting activities completed in 2023 and providing a forward look to the A&I 2024 workplan.
- 13.2 Ms Elliott reported that the 2023 workplan continued the focus on executing more audits which had begun in 2022 in response to elevated and continued risks both in programme countries and in the Gavi Secretariat. She also noted that the A&I team worked to strengthen and right size the A&I function throughout the year with appropriate resources to be fit for purpose in 2023 and beyond.
- 13.3 Ms Elliott provided an update on programme audits, internal audits, and investigation/counter-fraud work, noting detailed reports were provided to the AFC.
- 13.4 She noted that the AFC had considered the terms of reference for A&I, and had concluded that they do not need updating at this point. Furthermore, she reported that the AFC approved the 2024 A&I workplan at the October 2023 meeting and work has started to schedule the work in coordination with the Secretariat and implementing countries. She reported that audit coverage level will remain the same in 2024 as in 2023.
- 13.5 Finally, Ms Elliott confirmed the organisational independence of the A&I function which is an annual requirement to the Board.

Discussion

- In response to a question on reimbursement of Gavi's misused funds, the Secretariat reported that the aim is for 100% recovery and there has never been a default on repayment, and that more detailed information on historical misuse repayments was available in the June 2023 A&I update to the AFC.
- Board members asked several questions on the function being sufficiently resourced. The Secretariat commented on the audit roles and reported that the audit budget remains relatively stable in 2024. Board members noted that investigations staff had increased to three in 2023 and that one additional counter fraud expert is being recruited which will enable the function to be fully resourced in 2024 to achieve its terms of reference.

- A Board member enquired about common issues in programme audits and substantive issues or major concerns raised by the AFC to which the Secretariat noted that key common issues in programme audits were incorporated in the 2024 workplan, and that all key issues were discussed with the AFC and that additional details could be found in the AFC documents.

14. Review of Decisions

- 14.1 Brenda Killen, Director, Governance and Secretary to the Board, reviewed and agreed the decisions with the Board.

15. Closing remarks

- 15.1 The Chair recognised Sarah Goulding for her leadership as Vice Chair. Ms Goulding offered personal reflections and noted that the launch of the Gavi 6.0 investment case is taking place the same week the Board is scheduled to adopt the Gavi 6.0 strategy. Ms Goulding advised the incoming Vice Chair to approach the Board calendar creatively in the first half of 2024 and leverage the April 2024 Board retreat in the Gavi 6.0 strategy design process.

- 15.2 After determining there was no further business, the meeting was brought to a close.

Prof José Manuel Barroso
Chair of the Board

Ms Brenda Killen
Secretary to the Board

Attachment A

Participants

Board members

1. José Manuel Barroso, Chair
2. Sarah Goulding, Vice Chair
3. Omar Abdi
4. Kwaku Agyeman-Manu
5. Takeshi Akahori
6. Beth Arthy
7. Anahit Avanesyan (Day 1)
8. Bruce Aylward
9. Awa Marie Coll-Seck
10. Gabriella Fésüs
11. Aamer Ikram
12. Robert Kargougou (Day 2)
13. Naguib Kheraj
14. Mansukh Mandaviya (Day 2)*
15. Violaine Mitchell
16. Saad Omer
17. Andrew (Drew) Otoo
18. Sai Prasad
19. Mphu Ramatlapeng
20. Teresa Ressel*
21. John-Arne Røttingen
22. Deena Schiff
23. Anne Schuchat
24. Juan Pablo Uribe
25. Rafael Vilasanjuan
26. Yibing Wu
27. David Marlow (non-voting)

Alternates Observing

1. Soleh Ayubi
2. Joan Benson
3. Karin Berlin
4. Jérémie Forrat-Jaime*
5. Atul Gawande
6. Melissa Hisko
7. Mohamed Jama*
8. Silvia Lutucuta*
9. Bvudzai Magadzire
10. Francesca Manno
11. Kate O'Brien
12. Leila Pakkala
13. Michael Kent Ranson
14. Eduardo Retes
15. Lia Tadesse
16. Rhoda Wanyenze
17. Greg Widmyer

Regrets

1. Bounfeng Phoummalaysith (Alternate)
2. Won Do-yeon (Alternate)

Additional Attendees

EVALUATION ADVISORY COMMITTEE

Prof James Hargreaves, Professor of Epidemiology and Evaluation, London School of Hygiene and Tropical Medicine and EAC Chair

IFFIm

Mr Kenneth Lay, IFFIm Board Chair*
Ms Doris Herrera-Pol, IFFIm Director

BILL & MELINDA GATES FOUNDATION

Mr Nima Abbaszadeh, Senior Programme Officer, Immunization, Global Development Division
Mr Adrien de Chaisemartin, Deputy Director of Gavi, Partners and Special Initiatives
Ms Amy Whalley, Senior Program Officer, Program Advocacy and Communications
Ms Kelly Carr, Associate Program Officer, Immunization Global Development Division

WORLD BANK

Ms Helen Saxenian, Consultant
Ms Dorothee Chen, Senior Health Specialist
Mr Patrick Mullen, Human Development Program Leader

UNICEF

Mr Andrew Owain Jones, Principal Advisor and Chief, Vaccine Center
Mr Osama Makkawi Khogali, Country Representative (Day 1)

WORLD HEALTH ORGANIZATION

Ms Lauren Franzel-Sassanpour, Unit Head, Vaccine Alliances & Partnerships
Mr Charles Shey Wiysonge, Regional Adviser Immunisation, WHO Regional Office for Africa
Dr Tania Cernuschi, Team Lead, Global Access*
Dr Ann Lindstrand, Head of EPI Unit*
Mr Ben Millinchip, Lead, WHO COVID-19 Vaccines PMO & Operations Lead, COVAX Strategic Coordination Office*
Dr Francis Chisaka Kasolo, Country Representative, Ghana (Day 1)

IMPLEMENTING COUNTRY GOVERNMENTS

Cameroon

Mr Emmanuel Maina Djoulde, Deputy Director General of the National Blood Transfusion Service, Ministry of Public Health

China

Mr Yang Ding, First Secretary for Health*

Ghana

Dr Gilbert Buckle, Coordinator of the Transition Plan, Ministry of Health
Ms Linda Nanbigne, Assistant to Minister of Health, Ministry of Health

Indonesia

Dr Budi Gunadi Sadikin, Minister of Health

DONOR GOVERNMENTS

Australia

Mr Pascal Rigaldies, Health Adviser, Global Health Policy Branch, Human Development and Governance Division, Department of Foreign Affairs and Trade *
Ms Christine Sturrock, Counsellor Development, Permanent Mission to the UN and Other International Organisations, Geneva
Ms Clarissa Naprawski, Policy and Development Officer, Department of Foreign Affairs and Trade

Brazil

Amb. Alexandre Ghisleni, Global Health Ambassador, Head of the Special Office for International Affairs, Ministry of Health (Day 2)*

Canada

Mr Michael Tarr, Senior Policy Analyst, Global Affairs
Mr Joseph Jenkinson, Global Health and Governance Advisor, Permanent Mission to the UN and other organisations, Geneva

Denmark

Ms Marie My Marborg Larsen, Head of Section, Ministry of Foreign Affairs

European Commission

Mr Grégoire Lacoïn, Senior Global Health Expert, Knowledge Hub on Health, Inequalities and Social Protection, Directorate-General for International Partnerships
Ms Anja Bauer, Health Programme Manager

France

Ms Anne-Sophie Travert, Policy Advisor, French Ministry for Europe and Foreign Affairs
Ms Jeanne de Wendel, Head of Global Health Partnerships Team, French Ministry for Europe and Foreign Affairs

Germany

Ms Ina Von Frantzius, Counselor Global Health, Permanent Mission to UN and other international organisations, Geneva
Mr Bastian Schwarz, Advisor, GIZ
Ms Johanna Stratmann, Team Lead, GIZ*

Italy

Ms Eleonora Mei, Economic and Financial Analyst, Global Public Goods Unit, International Financial Relations, Department of the Treasury, Ministry of Economy and Finance *

Japan

Mr Hiroshi Matsumura, First Secretary, Permanent Mission to the UN and Other International Organisations, Geneva
Mr Yohei Ueno, Assistant Director, Global Health Strategy Division, Ministry of Foreign Affairs*
Dr Takahiro Goto, Deputy Director, Office of Global Health Cooperation, International Affairs Division, Minister's Secretariat, Ministry of Health, Labour and Welfare*
Ms Chie Watai, Assistant Director, Ministry of Foreign Affairs

Luxembourg

Ms Clarisse Geiger, Secrétaire de Légation, Ministry of Foreign and European Affairs*

Netherlands

Ms Hannah Haaij, Policy Officer, Ministry of Foreign Affairs

New Zealand

Mr Nathan Glassey, Deputy Permanent Representative, Permanent Mission of the UN and Other International Organisations, Geneva*

Norway

Dr Kristine Onarheim, Senior Advisor, Ministry of Foreign Affairs*
Ms Anja Sletten, Senior Adviser, Norad*
Mr Andreas Karlberg Pettersen, Senior Adviser, Department for Human Development, Section for Global Health, Norad*

Qatar

Ms Hissa Khalid Al-Boenain, International Aid Officer, Qatar Fund for Development*

Republic of Korea

Ms Jeong Hyeju, Second Secretary, Embassy of the Republic of Korea in the Republic of Ghana

Saudi Arabia

Mr Rakan Bin Dohaish, Assistant Deputy Minister for International Collaborations, Ministry of Health Saudi Arabia

Spain

Mr Miguel Casado Gomez, Senior Desk Officer, Ministry of Foreign Affairs*
Ms Blanca Yañez Minondo, Head of Multilateral and EU Department, Ministry of Foreign Affairs, European Union and Cooperation*

United Kingdom

Mr Rob Whitby, Head of Immunisation, FCDO
Mr Alastair White, Economic Adviser – Global Health, FCDO
Ms Charlotte Seeley-Musgrave, Immunisation Policy Adviser, FCDO

United States of America

Dr Pavani Ram, Chief, Child Health and Immunization, USAID*
Ms Ann Yang, Gavi Partnership Coordinator, USAID
Mr Hitesh Hurkchand, Senior Child Health and Immunization Program Manager, USAID
Ms Esther Kang, Program Analyst, USAID

VACCINE INDUSTRY – INDUSTRIALISED

Ms Lamia Badarous, Vaccines Public Affairs Head, Sanofi Pasteur
Dr Sana Mostaghim, Senior Director, Vaccines Global Market Access, Takeda
Dr Laetitia Bigger, Director, Vaccines Policy, IFPMA
Ms Ariane McCabe, Director, Global Health and Public Affairs, GSK
Ms Julie Hamra, Senior Director, Emerging Markets Public Affairs, Pfizer

VACCINE INDUSTRY – DEVELOPING

Mr Taufiq Herbawono, Executive Assistant to Deputy CEO, Biofarma
Mr Herwening Kalpiko, Head of Department, Commercial International, Biofarma

CIVIL SOCIETY ORGANISATIONS

Ms Anne Marie Seye, General Administrator of Afrivac, Senegal
Dr Eselem Clovis, Medical Doctor, Empower Women Foundation, Cameroon
Dr Onei Uetela, Immunization and Infectious Diseases Senior Advisor, World Vision International, Mozambique

RESEARCH & TECHNICAL HEALTH INSTITUTES

Dr Deborah Atherly, Global Head, Vaccine Policy, Access and Introduction, PATH
Dr Pratima Raghunathan, Chief, Accelerated Disease Control Branch, Global Health Center, Global Immunization Division, CDC
Dr Sarah Pallas, Economics Unit Lead, Global Immunization Division, CDC
Dr John Bawa, Director, Malaria Vaccine Implementation, PATH
Dr Jean Kaseya, Director General, Africa CDC
Dr Ngashi Ngongo, Chief of Staff and Head of Executive Office, CDC Africa

Special Advisers

Ms Stella Villares, Special Adviser to the Board Chair
Dr Muluken Desta, Special Adviser to the Anglophone Africa constituency
Ms Ruzan Gyurjyan, Special Adviser to the EURO constituency
Dr Zaeem Haq, Special Adviser to the EMRO constituency
Dr Pratap Kumar Sahoo, Special Adviser to the SEARO constituency
Dr Rolando Pinel, Special Adviser to the PAHO constituency
Ms Mary Gallagher, Special Adviser to the CSO constituency
Ms Annick Sidibé, Special Adviser to the Francophone/Lusophone Africa constituency
Ms Phonethipsavanh Nouanthong, Special Adviser to the WPRO constituency
Ms Carol Piot, Special Adviser to the IFFIm Board

Other Observers

Mr David Sidwell, Independent Advisor

**Attending virtually*