

# REVIEW OF DECISIONS

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BOARD MEETING

30 November-2 December 2021, Virtual Meeting



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# Decision 1: Gavi Leadership Transition

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The Gavi Alliance Board, pursuant to Article 14 of the Gavi Alliance Statutes and in line with the *Process for the Appointment of Chief Executive Officer* (as updated in May 2021):

- a) **Delegated** to the Governance Committee the authority to set up the process for the recruitment of a CEO to succeed Dr Seth Berkley from August 2023;
- b) **Delegated** to the Governance Committee the authority to recommend to the Board for approval the composition of the Search Committee, which shall be chaired by the Gavi Board Chair; and
- c) **Noted** that regular updates on the search process will be provided by the Search Committee to the Governance Committee and the Board.

# Decision 2: Consent Agenda: Board Vice Chair Appointment

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The Gavi Alliance Board:

- a) **Reappointed** Sarah Goulding as Board member representing Australia on the donor constituency anchored by the United States, effective 1 January 2022 and until 31 December 2023; and
- b) **Reappointed** Sarah Goulding as Vice Chair of the Board with individual signatory authority, effective 1 January 2022 and until 31 December 2023.

# Decision 3: Consent Agenda: Board and Committee Member Appointments (1/10)

The Gavi Alliance Board:

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

- **Bernhard Braune** as Board Member representing Germany on the donor constituency anchored by Germany in the seat currently held by Joan Valadou of France, effective 1 January 2022 and until 31 December 2022.
- **Rafael Vilasanjuan** as Board Member representing the civil society organisations constituency in the seat currently held by Maty Dia, effective 1 January 2021 and until 31 December 2023.
- **Charlemagne Marie Ragnag-Néwendé Ouedraogo** of Burkina Faso as Board Member representing the implementing country constituency in the seat currently held by Abdoulaye Sabre Fadoul of Chad, effective 1 January 2022 and until 31 December 2024.
- **Anne Schuchat** as an Unaffiliated Board Member in the seat currently held by David Sidwell, effective 1 January 2022 and until 31 December 2024.

# Decision 3: Consent Agenda: Board and Committee Member Appointments (2/10)

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b) **Reappointed** the following Board Members:

- **Anahit Avanesyan** of Armenia as Board Member representing the implementing country constituency, effective 1 January 2022 and until 31 December 2024.
- **Teresa Ressel** as an Unaffiliated Board Member, effective 1 January 2022 and until 31 December 2024.

c) **Appointed** the following Alternate Board Members:

- **Jan Paehler** as Alternate Board Member representing the European Commission on the donor constituency anchored by Germany in the seat currently held by Bernhard Braune of Germany, effective 1 January 2022 and until 31 December 2022.

# Decision 3: Consent Agenda: Board and Committee Member Appointments (3/10)

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- **Bvudzai Magadzire** as Alternate Board Member representing the civil society organisations constituency in the seat currently held by Rafael Vilasanjuan, effective 1 January 2022 and until 31 December 2023.
- **Silvia Lutucuta** of Angola as Alternate Board member representing the implementing country constituency in the seat currently held by Gilbert Mokoki of Republic of Congo, effective 1 January 2022 and until 31 December 2024.

d) **Reappointed** the following Alternate Board Members:

- **Jeremy Konyndyk** as Alternate Board member to Sarah Goulding representing the United States, effective 1 January 2022 and until 31 December 2023.
- **Keiichi Ono** as Alternate Board member to Sarah Goulding representing Japan, effective 1 January 2022 and until 31 December 2023.
- **Edna Yolani Batres** as Alternate Board member to Anahit Avanesyan representing the implementing country constituency, effective 1 January 2022 and until 31 December 2024

# Decision 3: Consent Agenda: Board and Committee Member Appointments (4/10)

e) **Appointed** the following to the Market-Sensitive Decisions Committee effective 1 January 2022:

- **José Manuel Barroso** (Board Chair) until 31 December 2022
- **Sarah Goulding** (Board Member) until 31 December 2023
- **Etleva Kadilli** (Alternate Board Member) until 31 December 2023
- **Violaine Mitchell** (Board Member) until 31 December 2023
- **Lia Tadesse** (Alternate Board Member) until 31 December 2023
- **Anahit Avanesyan** (Board Member) until 31 December 2023
- **Beth Arthy** (Board Member) until 31 August 2023
- **Jan Paehler** (Alternate Board Member) until 31 December 2022
- **Jeremy Konyndyk** (Alternate Board Member) until 31 December 2023
- **Rafael Vilasanjuan** (Board Member) until 31 December 2023
- **Naguib Kheraj** (Board Member) until 31 December 2023
- **Helen Rees** (Board Member) until 30 June 2022
- **Seth Berkley** (Board Member) until 31 December 2023

# Decision 3: Consent Agenda: Board and Committee Member Appointments (5/10)

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- f) **Appointed** the following to the Governance Committee effective 1 January 2022:
- **Sarah Goulding** (Board Vice Chair) until 31 December 2023
  - **Teresa Ressel** (Board Member) until 31 December 2023
  - **Yibing Wu** (Board Member) until 31 October 2022
  - **Zsuzsanna Jakab** (Board Member) until 31 December 2023
  - **Violaine Mitchell** (Board Member) until 31 December 2023
  - **Faisal Sultan** (Board Member) until 31 December 2023
  - **Tamar Gabunia** (Committee Delegate) until 31 December 2023
  - **Megan Cain** (Board Member) until 31 December 2023
  - **John-Arne Røttingen** (Board Member) until 31 December 2022
  - **Jan Paehler** (Alternate Board Member) until 31 December 2023
  - **An Vermeersch** (Alternate Board Member) until 31 July 2023
  - **Rafael Vilasanjuan** (Board Member) until 31 December 2023
  - **Seth Berkley** (Board Member) until 31 December 2023



# Decision 3: Consent Agenda: Board and Committee Member Appointments (6/10)

g) **Appointed** the following to the Audit and Finance Committee effective 1 January 2022:

- **Naguib Kheraj** (Board Member) until 31 December 2023
- **Teresa Ressel** (Board Member) until 31 December 2023
- **Karen Pillay** (Committee Delegate) until 31 December 2023
- **Etleva Kadilli** (Alternate Board Member) until 31 December 2023
- **Kwaku Agyeman-Manu** (Board Member) until 31 December 2023
- **Emmanuel Maina Djoulde** (Committee Delegate) until 31 December 2023
- **Andreas Karlberg Pettersen** (Committee Delegate) until 31 December 2023
- **Carmen Coles Tull** (Committee Delegate) until 31 December 2023
- **Gianmarco Coccozza** (Committee Delegate) until 31 December 2023
- **Chris Mace** (Committee Delegate) until 31 December 2023
- **Bvudzai Magadzire** (Alternate Board Member) until 31 December 2023

# Decision 3: Consent Agenda: Board and Committee Member Appointments (7/10)

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h) **Appointed** the following to the Investment Committee effective 1 January 2022:

- **Afsaneh Beschloss** (Board Member) until 31 December 2022
- **Margaret (Peggy) Hamburg** (Board Member) until 31 December 2022
- **Yibing Wu** (Board Member) until 31 October 2022
- **Naguib Kheraj** (Board Member) until 31 December 2023
- **Kwaku Agyeman-Manu** (Board Member) until 31 December 2023

# Decision 3: Consent Agenda: Board and Committee Member Appointments (8/10)

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- i) **Appointed** the following to the Programme and Policy Committee effective 1 January 2022:
- **Helen Rees** (Board Member) until 31 June 2022
  - **Awa-Marie Coll Seck** (Board Member) until 31 December 2023
  - **Michael Kent Ranson** (Alternate Board Member) until 31 December 2023
  - **Ephrem Lemango** (Committee Delegate) until 31 December 2023
  - **Kate O'Brien** (Alternate Board Member) until 31 December 2023
  - **Sue Graves** (Committee Delegate) until 31 December 2023
  - **Abdelkadre Mahamat Hassane** (Committee Delegate) until 31 December 2023

# Decision 3: Consent Agenda: Board and Committee Member Appointments (9/10)

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- **Vikas Sheel** (Committee Delegate) until 31 December 2023
- **Kelechi Ohiri** (Committee Delegate) until 31 December 2023
- **Edna Yolani Batres** (Alternate Board Member) until 31 December 2023
- **Bernhard Braune** (Board Member) until 31 December 2022
- **Naomi Dumbrell** (Committee Delegate) until 31 December 2023
- **Karin Westerberg** (Committee Delegate) until 31 December 2023
- **Susan Elden** (Alternate Board Member) until 31 December 2022
- **Saad Omer** (Alternate Board Member) until 31 December 2023
- **Lamia Badarous** (Committee Delegate) until 31 December 2023
- **Sai Prasad** (Committee Delegate) until 31 December 2023
- **Seth Berkley** (Board Member) until 31 December 2023
- **Alejandro Cravioto** (Independent Expert) until 31 December 2023

# Decision 3: Consent Agenda: Board and Committee Member Appointments (10/10)

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- j) **Appointed** the following to the Evaluation Advisory Committee effective 1 January 2022:
- **James Hargreaves** (Independent Expert) until 31 December 2023
  - **Marta Nunes** (Board Member) until 31 December 2023
  - **Bvudzai Magadzire** (Alternate Board Member) until 31 December 2023
  - **Viroj Tangscharoensathien** (Independent Expert) until 31 December 2022
  - **Juan Pablo Gutierrez** (Independent Expert) until 31 December 2023
  - **Mira Johri** (Independent Expert) until 31 December 2023
  - **Ezzedine Mohsni** (Independent Expert) until 31 December 2023
  - **Penny Hawkins** (Independent Expert) until 31 December 2023
  - **Malabika Sarker** (Independent Expert) until 31 December 2023
  - **David Hotchkiss** (Independent Expert) until 31 December 2023
  - **Adolfo Martínez Valle** (Independent Expert) until 31 December 2023
  - **Justice Novignon** (Independent Expert) until 31 December 2023

# Decision 4: Consent Agenda: Board Committee Chair Appointments

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The Gavi Alliance Board:

- a) **Appointed** the following as Chair of the Audit and Finance Committee:
    - **Naguib Kheraj** until 31 December 2023
  
  - b) **Reappointed** the following as Chair of the Investment Committee :
    - **Afsaneh Beschloss** until 31 December 2022
  
  - c) **Reappointed** the following as Chair of the Programme and Policy Committee:
    - **Helen Rees** until 31 June 2022
  
  - d) **Reappointed** the following as Chair of the Evaluation Advisory Committee:
    - **James Hargreaves** until 31 December 2023
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# Decision 5: Consent Agenda: Independent Review Committee Appointments

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The Gavi Alliance Board:

- a) **Approved** the reappointment of the IRC members listed in Annex A to Doc 01d for a further three-year term until March 2025;
- b) **Approved** the exceptional extension of the terms of the IRC members listed in Annex B to Doc 01d for two years until March 2024.

# Decision 6: Consent Agenda: Audit and Finance Committee Charter

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The Gavi Alliance Board:

**Approved** the amendments to the Gavi Alliance Audit and Finance Committee Charter as set out in Annex C to Doc 01d.



# Decision 7: Consent Agenda: COVAX Shareholders Council Terms of Reference

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The Gavi Alliance Board:

**Approved** the Terms of Reference of the COVAX Shareholders Council attached as Annex D to Doc 01d.

# Decision 8: Consent Agenda: Evaluation Policy

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The Gavi Alliance Board:

**Approved** the revised Evaluation Policy as set out in Annex E to Doc 01d.

# Decision 9: Consent Agenda: Corporate Treasury Policies

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The Gavi Alliance Board:

- a) **Approved** the Treasury Governance Policy as set out in Annex F to Doc 01d; and
- b) **Approved** the Treasury Risk Management Policy as set out in Annex G to Doc 01d.

# Decision 10: Consent Agenda: Gavi 5.0: Measurement Framework

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The Gavi Alliance Board:

**Approved** the proposed definitions and targets for remaining Gavi 5.0 mission and strategy performance indicators in Annex H to Doc 01d noting that the targets are established under the assumption that COVID-19-related disruptions to immunisation programmes will be limited in 2021 and beyond; however, if they are greater or extend longer than assumed the Secretariat may request the Board to adjust the targets.

# Decision 11: Consent Agenda: Civil Society and Community Engagement Framework

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The Gavi Alliance Board:

**Approved** a requirement for all countries to allocate at least ten percent of their combined Health System Strengthening, Equity Accelerator Funding and Targeted Country Assistance ceilings for Civil Society Organisation (CSO) implementation in line with the new Civil Society and Community Engagement Approach, as approved by the Board at its meeting in June 2021, unless they can provide a robust rationale as to why this is not appropriate in their context.

# Decision 12: Financial Update, including forecast (1/2)

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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 these recommendations could be approved by the Gavi Alliance Board in accordance with the Programme Funding Policy.
- b) **Approved** the updated Financial Forecast for the Gavi 5.0 (2021-2025) period, as set out in Section B paragraphs 2.1–2.10, noting that this has been amended for the December 2021 Gavi Alliance Board meeting to reflect the outcome of the Programme and Policy Committee recommendation on the new investments proposals;
- c) **Approved** the updated Financial Forecast for COVAX AMC, as set out in Section B paragraphs 3.1-3.6, noting that this has been amended for the December 2021 Gavi Alliance Board meeting to reflect the outcome of the 22 November 2021 meeting of the Market-Sensitive Decision Committee;

# Decision 12: Financial Update, including forecast (2/2)

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- d) **Agreed** that the budgetary amounts approved by the Gavi Alliance Board in Decision 9 of the Board Meeting of 16-17 December 2020 for Secretariat Resources for 2021 and separately for 2022, be treated as an overall Budget amount for each component which may be utilised over both years subject to total Secretariat expenditure of US\$ 246.2 million across 2021 and 2022;
- e) **Approved** the Office of the COVAX Facility operating budget for 2022 of US\$ 68 million;
- f) **Authorised** the Gavi Secretariat to allot funding in 2022 for new programmes and for the continuation and adjustment of funding to existing programmes, in accordance with the Programme Funding Policy; and
- g) **Approved** the nomenclature change in the Gavi Alliance Programme Funding Policy from 'PEF Management Team' to 'Partnerships Team'.

# Decision 13: COVAX: Key Strategic Issues (1/5)

The Gavi Alliance Board:

- a) **Approved** the Gavi Alliance strategic direction for 2022 of supporting AMC91 countries toward achieving their individual COVID-19 vaccination coverage ambitions as set out in their national targets and ambitions, in view of the WHO Global Vaccination Target of 70% by mid-2022 and taking into account sources of supply beyond COVAX;
- b) **Approved**, subject to funding availability for the COVAX AMC, the COVAX Facility's approach to procurement of COVID-19 vaccine for 2022, focusing on supporting lower-income countries dependent upon the COVAX Facility for assurance of supply, and through the establishment of a Pandemic Vaccine Pool to manage risks given the significant uncertainties (e.g. variants, need for boosters, need for additional doses for primary series);



# Decision 13: COVAX: Key Strategic Issues (2/5)

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- c) **Noted** that the Secretariat plans to continue to leverage the cost sharing mechanism as an important voluntary mechanism for countries to access additional doses towards their national coverage targets, noting that if countries cannot participate in cost sharing this will not affect access to donor-supported doses through the AMC, and **approved** the extension of the cost sharing mechanism until December 2023;

# Decision 13: COVAX: Key Strategic Issues (3/5)

- d) Pursuant to Section 18.16 of the Gavi Board and Board Committee Operating Procedures, **agreed** to establish a temporary Steering Committee of the Gavi Board with delegated authority over delivery related strategy and decisions of the COVAX Facility and to oversee COVID-19 vaccination delivery support provided by COVAX, including consulting on funding and allocation strategy, and **noted** that the Steering Committee will promote end to end coherence of the process from allocation (inclusive of donations as part of supply), to last mile delivery. Its membership should encompass where possible key partners not represented at the Board including the AU/AVATT to maximise collaboration and coordination.
- e) **Delegated** to the Board Chair the authority to finalise the Terms of Reference and Composition of the Steering Committee and to assess potential for rationalising other existing structures in which components of delivery oversight currently exist;
- f) **Noted** that the Board will review the mandate and ToRs of the Steering Committee at the June 2022 Board meeting;

# Decision 13: COVAX: Key Strategic Issues (4/5)

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- g) **Recognised** the important role that each member of the Alliance needs to play and **affirmed** the proposal by the Alliance partners to establish a unified and elevated COVID vaccine delivery coordination structure with joint accountability for country support operations on vaccine readiness and delivery, and ensure close alignment between allocations (inclusive of donations as part of supply), country absorptive capacity, and targeting of financial support;
- h) **Delegated** to the Secretariat, at the guidance of the new COVID vaccine delivery coordination structure, the authority to allot the current and future COVID-19 vaccine delivery funding with flexible application of the Programme Funding policy including waiving the requirement for independent review, utilising existing programmatic and fiduciary risk mitigation mechanisms such as those used in emergency and humanitarian contexts on a no regrets basis; and

# Decision 13: COVAX: Key Strategic Issues (5/5)

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- i) **Requested** that the new coordination structure work with existing and additional partners and countries on rapidly enhancing and accelerating vaccination throughput, including through campaigns, mass vaccination and reaching hard-to-reach populations while safeguarding routine immunisation. The enhanced coordination structure will report on delivery progress to the Gavi Board through the temporary Steering Committee on a regular basis.

# Decision 14: Malaria Vaccine Programme Investment Case (1/2)

The Gavi Alliance Board:

- a) **Approved** support for a malaria vaccine programme, beginning in January 2022, noting that the additional financial implications for 2022-2025 are expected to be approximately US\$ 155.7 million, which includes approximately US\$ 23.2 million for Secretariat and Partners' Engagement Framework costs to adequately support technical assistance and learning activities;
- b) **Requested** the Secretariat and Alliance partners to closely coordinate with countries, the Global Fund and other malaria stakeholders on (i) programme design, (ii) implementation (iii) monitoring, including key considerations (such as eligibility, the optimal mix of malaria interventions, allocation of scarce supply and country financing), and (iv) learning and implementation review, and provide an update to the PPC on progress made in May 2022 and to submit a report to the Board on the above in advance of the Gavi 6.0 strategy process to leverage learnings and further inform the scale up of malaria and other vaccine programmes; and

# Decision 14: Malaria Vaccine Programme Investment Case (2/2)

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- c) **Noted** the need for additional work on market shaping in relation to malaria vaccines to support the development of a secure supply with innovative and cost-effective products.

# Decision 15: Risk Management Update

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The Gavi Alliance Board:

**Approved** the Risk & Assurance Report 2021 attached as Annex A to Doc 09.

# Decision 16: Strategic Partnership with India

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The Gavi Alliance Board:

- a) **Approved** the strategic approach set forth in Annex A to Doc 10 to continue Gavi's strategic partnership with India for five years (2022-2026); and
- b) **Approved** the associated investment of US\$ 250 million for 2022-2026, of which US\$ 199 million will be implemented in Gavi 5.0 (2022-2025).



# Decision 17: Private Sector Engagement Strategy

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The Gavi Alliance Board:

- a) **Approved** the principles of Gavi's private sector engagement strategy, namely that it is country driven, aligned to Gavi's zero dose agenda, vaccine delivery, and immunisation system strengthening; and
- b) **Noted** that the strategy will comprise fundraising, leveraging expertise, and exploring innovations from the private sector which will align with the innovation strategy.

# Decision 18: Diagnostics to Support Targeted Vaccination in Gavi 5.0 (1/3)

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The Gavi Alliance Board:

- a) **Approved** an amount of up to US\$ 5 million during 2022-2025 for costs related to the procurement and distribution of diagnostic test kits, reagents, supplies, and equipment for yellow fever in countries eligible for Gavi new vaccine support through a diagnostic procurement mechanism based on Gavi's existing application, review, and approval processes;
  
- b) **Approved** an amount of up to US\$ 27 million during 2022-2025 for costs related to the procurement and distribution of diagnostic test kits, reagents, supplies, and equipment for cholera, typhoid, meningococcus, measles, and rubella in countries eligible for Gavi new vaccine support through a diagnostic procurement mechanism based on Gavi's existing application, review, and approval processes;

# Decision 18: Diagnostics to Support Targeted Vaccination in Gavi 5.0 (2/3)

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- c) **Approved** the additional provision of up to US\$ 4 million in funds through the Partners' Engagement Framework (PEF) during 2022-2025, to support global and regional efforts on yellow fever diagnostic capacity strengthening;
  
- d) **Approved** the additional provision of up to US\$ 17 million in funds through the Partners' Engagement Framework (PEF) during 2022-2025, to support diagnostic test validation, guidance development, multi-country technical assistance, and quality assurance to support effective, efficient, and equitable use of Gavi supported vaccines in countries eligible for Gavi new vaccine support as well as up to US\$ 2 million for Gavi secretariat coordination, monitoring, and operation of Gavi's application, review, and approval processes related to diagnostic tools procurement support during 2022-2025;

# Decision 18: Diagnostics to Support Targeted Vaccination in Gavi 5.0 (3/3)

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- e) **Noted** the continued use of Health Systems Strengthening (HSS) and Targeted Country Assistance (TCA) funds to support surveillance and laboratory capacity in the context of national plans that focus on achieving and maintaining high immunisation coverage and address underlying equity challenges;
- f) **Noted** the potential inclusion of assessments of disease-specific diagnostic needs in planning of future Gavi vaccine support proposals to the Board, and potential inclusion of recommendations on addressing disease-specific diagnostic needs in these funding proposals; and
- g) **Requested** the Gavi Secretariat to report back to the PPC and Board on progress in 2024.

**Thank you**

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