

# REVIEW OF DECISIONS

BOARD MEETING

6-7 December 2023, Accra, Ghana

# Decision 1: Consent Agenda: Board Vice Chair Nomination

The Gavi Alliance Governance Board:

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

# Decision 2: Consent Agenda: Board and Committee Nominations (1/10)

The Gavi 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.

# Decision 2: Consent Agenda: Board and Committee Nominations (2/10)

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

- **Saad Omer** as Board Member representing the research & technical health institutes constituency, effective 1 January 2024 and until 31 December 2026.

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

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.

# Decision 2: Consent Agenda: Board and Committee Nominations (4/10)

- 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.

# Decision 2: Consent Agenda: Board and Committee Nominations (5/10)

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

# Decision 2: Consent Agenda: Board and Committee Nominations (6/10)

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
- **Grey 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



# Decision 2: Consent Agenda: Board and Committee Nominations (7/10)

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

# Decision 2: Consent Agenda: Board and Committee Nominations (8/10)

- 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

# Decision 2: Consent Agenda: Board and Committee Nominations (9/10)

m) Appointed the following to the Programme and Policy Committee effective 1 January 2024:

- **Ann 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

# Decision 2: Consent Agenda: Board and Committee Nominations (10/10)

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

# Decision 3: Consent Agenda: Independent Review Committee Appointments

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 member listed in Annex D to Doc 01e for a fourth term until March 2027.

# Decision 4: Consent Agenda: Amendment to Board and Board Committee Operating Procedures and Board Committee Charters

The Gavi Alliance Board:

- a) **Approved** the amendments to the Gavi Alliance Board and Board 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: Consent Agenda: COVAX Facility Governance

The Gavi Alliance Board:

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

# Decision 6: Consent Agenda: Ethics, Risk and Compliance Charter

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 2012 is rescinded with immediate effect.



# Decision 7: Consent Agenda: Terms of Reference Independent Review Committee: Request for Waiver

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: Consent Agenda: Multivalent Meningococcal Conjugate Vaccine Programme

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).

# Decision 9: Consent Agenda: Amendments to the EIB and DFC Frontloading Facility Agreements

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.

# Decision 10: Strategy, Programmes and Partnerships: Progress, Risks and Challenges

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 as amended by discussions at the PPC;
- 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;
- e) **Approved** that Timor-Leste be exceptionally granted a no-cost extension of its post-transition support December 2023 to December 2025.

# Decision 11: Financial Update, including forecast

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 prejudge 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.

# Decision 12: Risk

The Gavi Alliance Board:

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

# Decision 13: Pandemic Prevention, Preparedness and Response Approach (1/2)

The Gavi Alliance Board:

- a) **Approved** up to US\$ 22 million to support a coalition of vaccine partners outlined in Annex A to Doc 05a 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 preparedness, prevention, 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, 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 PPCs guidance on the programmatic aspects of the investment proposals outlined in Annex A to Doc 05a 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;

# Decision 13: Pandemic Prevention, Preparedness and Response Approach (2/2)

- 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.



# Decision 14: First Response Fund for the Day Zero Financing Facility

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.

# Decision 15: African Vaccine Manufacturing Accelerator (AVMA)

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 05b 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.

# Decision 16: Vaccine Investment Strategy 2024: Proposed Shortlist

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;

*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.

# Thank you