

# GAVI Alliance Executive Committee Meeting

## 30 September 2009

### FINAL Minutes<sup>1</sup>

Finding a quorum of members present<sup>2</sup>, the meeting commenced at 10.05 Geneva time on 30 September 2009.

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## 1 Approval of past minutes

Executive Committee Chair Denis Aitken requested formal approval of past Executive Committee meetings and teleconferences. Brief discussion followed:

- The Secretariat was asked to clarify its progress on two action points from the July EC teleconference:
  - a. A request to the Secretariat for an analysis of how GAVI might maintain a \$500 million cash balance; the Secretariat noted that this will be included in its financial report to the November Board.
  - b. A clarification on the India programme; the Secretariat noted that India's programme request considered and approved in July was consistent with previous information provided to the Board.

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## DECISIONS

The GAVI Alliance Executive Committee:

1.1 Approved the minutes of its meetings from:

- 25 November 2008
- 21 April 2009
- 30 July 2009

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## 2 Developing the next GAVI Alliance strategy

Deputy CEO Helen Evans discussed the development of the next five year GAVI Alliance strategy which will run from 2011 to 2015. With the completion of the governance and administrative transition in 2009 and the shift in the global financial environment, it is an opportune time to reflect on whether GAVI is focused on the most relevant objectives and goals. Discussion followed:

- The current GAVI mission statement, four strategic objectives and twelve programme funding principles are relatively robust and still relevant. While some fine-tuning may be warranted, especially to ensure that the new strategy incorporates lessons learned in the past five years, a fundamental change is not necessary. Instead, GAVI must focus on developing a clear critical path to achieving goals and intended outcomes.
- Strategic development processes can sometimes take on a life of their own becoming protracted and quite expensive. GAVI needs to avoid this; the process should be consultative but efficient.

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<sup>1</sup> Binding Resolutions approved by the GAVI Alliance Executive Committee are listed in Attachment A. Decisions within the text of the minutes are non-binding, "plain English", actions agreed by the Committee.

<sup>2</sup> Participants are listed in Attachment B.

- The November 2009 Partners' Forum will provide an ideal opportunity for initial consultations.
- A strategic planning retreat of the full Board should be scheduled in the first half of 2010 – not too early in the year but far enough in advance of the June Board meeting to allow for its outcomes to be reflected in the proposal going to that meeting.
- Board Committees – especially the Programme and Policy and Audit and Finance Committees – will be crucial mechanisms for the consultation process. The strategy development plan going to the Board in November will need to lay out how Board committees and other groups will feed into the process.
- The strategy development process will be managed by the Secretariat but will need to be owned by the full Board, with the Executive Committee providing more active oversight and opportunities for consultation.

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### **3 4<sup>th</sup> GAVI Partners' Forum – input to agenda**

Joelle Tanguy, Managing Director, External Relations provided the Committee with a status report of the 2009 GAVI Alliance Partners' Forum from 18-20 November in Hanoi, Vietnam. Discussion followed:

- The Forum is designed to be participatory and emphasises the sharing of ideas, discussion, debate, consultation and strategy feedback. It was noted that there should be a clear and effective process for partners to give input to inform the strategic planning process.
- The Secretariat will develop a communications plan on eligibility. Even though the Board will only discuss the new eligibility policy in the days just prior to the Forum, countries will raise the issue and want to discuss.
- The Secretariat will revise the agenda to reflect more clearly how the 2011-2015 GAVI Alliance strategy will be discussed.
- Committee members also suggested that the Secretariat consider the feasibility of:
  - a. The provision of a daily summary for Forum participants.
  - b. A central area for participants to access help, pick up photos, or ask questions- preferably manned by young people from Vietnam.
  - c. Holding 4 workshops during each of 2 days as opposed to 8 workshops in a single day and whether this would allow more substantive participant input.

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### **4 Update on vaccine co-financing policy**

Mercy Ahun, Managing Director, Programme Delivery presented an update on the implementation of GAVI's co-financing policy. All countries have met their co-financing requirements to date, with some exceeding the payment levels required; however the economic downturn might have negative implications on the continuation of this trend. Discussion followed:

- The Committee was pleased with the implementation of the policy thus far and applauded the countries that have exceeded their co-financing requirements. It requested more analysis of the reasons behind heightened commitment to vaccine financing in certain countries, noting that most countries have not met their 'Abuja' targets (commitment by countries in the African Union to increase health budgets to 15%)
- Decisions on new co-financing levels should be based on the results of the evaluation to be conducted in 2010. The Secretariat should consider whether the timing of the co-financing

policy update should be balanced with the eligibility policy update, though it may not be necessary to adjust timelines.

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## **DECISIONS**

The GAVI Alliance Executive Committee:

- 4.1 Approved maintaining 2010 co-financing levels through 2011.

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## **5 Update on implementation of GAVI's Transparency and Accountability Policy**

Joe Martin, Head, Transparency and Accountability Policy (TAP) team provided a report on the progress to establish procedures, build Secretariat capacity and roll out the financial management assessments (FMA) that are central to the implementation of the TAP. Discussion followed:

- The partners have been crucial in helping the Secretariat develop the various components of TAP. For example, the World Bank contributed its public financial management expertise, and WHO contributed its knowledge of programme implementation issues, in the development and piloting of the financial management assessments (FMA) methodology.
- Each of the seven FMAs completed involved a different level of intensity depending on the particular circumstances and the complexity of the issues that emerged during the desk review stage of the FMA. For example, two countries required a very short visit by one Secretariat staff to confirm that the mechanisms proposed in their applications were relatively risk free (funding through UNICEF/WHO or PAHO). Other countries required country visits of up to 10 days by the FMA consultants plus a GAVI Secretariat staff (at the beginning of the mission).
- The requirement that no GAVI funds can be disbursed (for newly approved proposals) until satisfactory completion of an FMA has somewhat delayed disbursements to countries. The TAP team is focused on lightening the process as much as possible, balanced against mitigating the risks involved in GAVI's cash-based programmes to an acceptable degree.

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## **6 Update on GAVI role in H1N1 Epidemic**

Nina Schwalbe, Managing Director, Policy and Performance provided a report on the discussions between GAVI and WHO to explore whether GAVI has a role in the efforts to address the H1N1 pandemic. Discussion followed:

- The two main areas where GAVI could potentially play a role is in financing and procurement. However, at this point in time WHO is managing procurement (potentially through UNOPS) financing is being managed through the office of the Senior UN System Coordinator for Avian and Human Influenza.
- The GAVI Alliance should stand ready to help if necessary, but at the current time it is not envisioned that GAVI has a role to play in H1N1.
- Given that some countries expect GAVI to play a role, GAVI should consider to clarifying this at the Partners' Forum.

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## **7 GAVI eligibility policy update**

Gian Gandhi, Senior Manager, Policy and Performance presented the PPC-appointed Eligibility Task Team recommendations on revisions to GAVI's overall eligibility, programme specific filters, and graduation policies. The PPC was asked to address this issue by the Board during its 2009 activities. It was therefore presented to the EC for information as the PPC had yet to discuss the final

recommendations that it will make to the Board in November. Sissel Hodne Steen, Chair of the PPC attended the session as an observer. Discussion followed.

- It was clarified that \$1500 was the figure arrived at if one would inflation adjust the original GNI criterion. \$2000 was chosen based on the rationale that the cost of vaccines that GAVI supports today is greater than when GAVI was formed. This option enables GAVI to vaccinate more people and save more lives. Both options would actually cover fewer countries than the current criteria.
- An estimated 20-30% of the world's poorest people do not live in GAVI eligible countries. The EC felt that the Board would benefit from a clear explanation concerning the PPC's decision to focus eligibility policies on the poorest countries rather than the poorest people.
- Countries that "graduate" from GAVI support may find it challenging to sustain the immunisation gains achieved while eligible given the loss of financial support and the inability to access the lowest prices for vaccines. Members of the EC felt that pharmaceutical industry might need to consider further price support to facilitate the purchase of vaccines by these low and lower middle income countries.

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## **8 Update on Joint HSS platform with GFATM and World Bank**

Carole Presern, Managing Director, Special Projects discussed the current status of the proposal for a joint GAVI, GFATM and World Bank Health Systems Strengthening platform to be presented to the GAVI Board in November. Discussion followed.

- EC members voiced their appreciation for level of consultation that the GAVI Secretariat has undertaken on the joint HSS platform; it has been much greater than that followed in the GFATM.
- Vaccines are one of the most effective preventive measures available and GAVI needs to send a clear message that it is not abandoning the mission of increasing access to immunisation in poor countries. For example, GAVI should more clearly articulate how investments in health systems are needed to improve immunisation outcomes.
- The proposal must more clearly define the components of health systems that would be targeted for support, be they inputs, processes, outcomes or outputs. The WHO 'six building block' definition of health has been the working framework to date – it needs to be clarified whether this definition will be appropriate for the work going forward.
- The final proposal to the Board will incorporate the findings from the various evaluation and other exercises, including the independent HSS evaluation, the tracking study, the IRC reports, and the HSS Task Team 'lessons learned' exercise.

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The Executive Committee met in executive session.

Subsequently, there being no further business, the meeting was adjourned.

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Julian Lob-Levyt, Chief Executive Officer

**Attachment A**

**Resolutions approved by the GAVI Alliance Executive Committee**

**RESOLUTION ONE**

**1. Approval of past Executive Committee Minutes**

The GAVI Alliance Executive Committee:

Approved the minutes of its meetings from:

- o 25 November 2008
- o 21 April 2009
- o 30 July 2009

**RESOLUTION TWO**

**2. Update on vaccine co-financing**

The GAVI Alliance Executive Committee:

Approved maintaining 2010 vaccine co-financing levels through 2011

## Attachment B

### Participants

#### **Committee Members**

- Denis Aitken (Chair)
- Wayne Berson
- Ashutosh Garg
- Tatul Hakobyan
- Jaime Sepulveda
- Gloria Steele
- Patrick Florent
- Armin Fidler (via telephone)
- George Welde
- Julian Lob-Levyt

#### **Other GAVI Board member participant**

- Julian Schweitzer, The World Bank (Via telepresence)

#### **GAVI Secretariat**

- Helen Evans
- Lisa Jacobs

#### **For specific items**

- Carole Presern
- Nina Schwalbe
- Mercy Ahun
- Joelle Tanguy
- Joe Martin
- Gian Gandhi