

Gavi Alliance Programme and Policy Committee Meeting

7-8 October 2014

Gavi Offices, Geneva, Switzerland

1. Chair's report

- 1.1 Finding a quorum of members present, the meeting commenced at 08.55 Geneva time on 7 October 2014. Richard Sezibera, Programme and Policy Committee Chair, chaired the meeting.
- 1.2 The Chair welcomed Minister Andrei Usatii and Erik Bossan, both attending a PPC meeting for the first time, as well as observers Miriam Diallo, Ross Leach, Michel Zaffran and Violaine Mitchell.
- 1.3 The Chair noted that Steve Landry, Bill & Melinda Gates Foundation, would not be able to attend this meeting and that he was to be replaced both as Alternate Board member and PPC member. The Chair conveyed, on behalf of the Committee, thanks to Mr Landry for his dedication to the PPC, and to Gavi, over the years. He highlighted that Mr Landry's passion and dedication to the Gavi mission and his support and insight in relation to the huge number of important programmatic and policy discussions over the years had been remarkable.
- 1.4 The Chair also noted that this would be the last PPC meeting for Debbie Adams as Managing Director, Legal and Governance and Secretary to the Board. He thanked her for her support to the PPC over the years and wished her well in her future endeavours.
- 1.5 In the context of a number of comments received in advance of the meeting on the review of the eligibility, graduation and co-financing policies (Item 6 on the meeting agenda) the Chair proposed, and members of the Programme and Policy Committee agreed, that this item would be for information rather than for decision.
- 1.6 Standing declarations of interest were tabled to the Committee (Doc 01a in the Committee pack).
- 1.7 The minutes of the 9-10 October 2013 and the 12 November 2013 Programme and Policy Committee meetings were tabled to the Committee for information (Doc 01b and Doc 01c in the Committee pack). Copies of the minutes of the 5-6 May 2014 meeting were available at the meeting for participants on request. All minutes had been circulated and approved by no-objection on 19 December 2013, 10 February 2014 and 10 July 2014 respectively.

- 1.8 The Chair referred to the PPC workplan for 2015 (Doc 01d) and reminded Committee members that they may contribute to the workplan by raising issues with either himself or the Secretariat.
- 1.9 The Chair informed participants that the Secretariat had been asked to keep a log of participation at Board and Committee meetings and referred to the overview of attendance at PPC meetings (Doc 01e). In this context he highlighted the importance of PPC members attending Committee meetings in person.

2. Update from Secretariat

- 2.1 Seth Berkley, CEO, started his report by welcoming Anuradha Gupta, Deputy CEO, who was attending her first Programme and Policy Committee meeting.
- 2.2 He informed Committee members that work is being carried out to finalise the business plan and budget for 2015 which is a bridging plan for what is expected to be a radically changed business plan for the 2016-2020 strategic period. The process going forward will include an internal review of the Secretariat to see if it is staffed appropriately with the right skill sets going into the next strategic period.
- 2.3 He referred to the recent meeting of the Executive Committee and in particular to its discussion on the impact of the Ebola outbreak on immunisation and health systems. The Executive Committee agreed that it will be important for Gavi not only to consider the impact the outbreak might have on routine immunisation in the affected countries but also to examine how Gavi could help accelerate the availability of Ebola vaccines currently in development. Executive Committee members had therefore requested that the Secretariat work with partners to develop options - including potentially the use of innovative financing mechanisms - for this and bring these options to the Board. The Executive Committee also asked that a statement be issued indicating Gavi's commitment to doing its part towards the Ebola response. A paper is subsequently being prepared for submission to the Board in December 2014. Due to the timeline it will not be possible for the paper to go through the normal Committee review process but the PPC Chair and some PPC members may be asked to informally review it.
- 2.4 The CEO informed PPC members that the Executive Committee had also discussed the Gavi Partners' Forum, agreeing that it is an important meeting for the Alliance. The normal timing for the event should be at the end of 2015 but given the replenishment effort, post 2015 planning and other international events planned for 2015 it is likely that mid 2016 is a more feasible timeline for the next Partners' Forum. The Executive Committee agreed that the decision on the exact timing would be left to the Secretariat.
- 2.5 The CEO referred to the eligibility, graduation and co-financing policies which are critical for Gavi. Consultations in the context of the policy reviews have shown that there are strong differences of opinion among stakeholders in relation to the

- extent to which the policies should be reviewed or not, including amongst members of the Technical Consultation Group (TCG). He expressed the hope that the PPC discussions would focus on the data available and lead to a better understanding of what the data shows and how the review is brought forward so that the PPC can have a more informed discussion at its next meeting and subsequently make a recommendation for the Board to consider at its June 2015 meeting.
- 2.6 He also referred to the proposed risk policy which had been developed at the request of the Board. He highlighted that the document is intended to provide an overall framework for risk management and to articulate risk appetite levels for key areas of work for the Alliance but must be evaluated in combination with all of the risk identification and mitigation activities underway, including the enhancements being planned.
 - 2.7 The CEO referred briefly to the implementation of the new Grant Application, Monitoring and Review (GAMR) process. He acknowledged the work of UNICEF and WHO in trying to move forward on the implementation of the new process.
 - 2.8 He highlighted that ongoing work on vaccine launches is intensive. It is expected that by the end of the year there will have been over 50 launches in 2014, with over 100 expected next year (including IPV).
 - 2.9 He confirmed that improving the availability and quality of data remains a priority for the Alliance.
 - 2.10 He also confirmed that implementation of the supply chain strategy is moving forward and that the complex work of building the implementation framework is being closely overseen by a Steering Committee.
 - 2.11 The CEO informed Committee members that Gavi has now received applications from 64 countries for the introduction of IPV. India has submitted an application which had not been expected as both Gavi and GPEI had been informed that India would self-finance IPV introduction. There will therefore be discussions on this with GPEI and eventually the donors who have provided funding for IPV.
 - 2.12 The CEO referred to cases of child mortality in Syria following a recent measles immunisation campaign. An investigation by WHO is ongoing, it appears that there was a diluent mix-up. While Gavi was not directly involved a number of Alliance partners are engaged in Syria and it is therefore important to clarify the situation to prevent the spreading of unfounded rumours about vaccine safety.
 - 2.13 The CEO updated Programme and Policy members on activities related to the replenishment. Germany is playing a growing leadership role and will host the replenishment event in Berlin on 27 January 2015 as its first G7 meeting. There is a focus on the nine key donors beyond the strong support from the United Kingdom, Bill & Melinda Gates Foundation and Norway. As most donors are in the midst of their budget processes, the next 60 days will be a critical period to secure donor decisions.

- 2.14 Work is also being carried out to replenish IFFIm, with a target of US\$ 1 billion. Positive signals have been received from a number of donors. In this context discussions in relation to the swap issue are ongoing, in particular to see whether countries could take on the risk themselves.
- 2.15 Finally, the CEO referred to market shaping and monitoring and evaluation activities which would be reported on the next day as well as to a number of upcoming governance meetings and the next High Level Review Panel meeting.

Discussion

- In reply to a question from a Committee member the CEO provided clarification in relation to the IFFIm currency swap and gearing ratio.
- The CEO clarified that while the new Indian government has announced plans to introduce a number of new vaccines including Rota and PCV it has not officially approached Gavi for support. Supporting full roll-out would be beyond Gavi's means but it may be possible to provide catalytic support

3. Alliance Partners' presentation on coverage and equity

- 3.1 The Chair introduced this item informing PPC members that Board members have increasingly expressed interest in hearing from the Alliance Partners' on the essential work which they are doing within the framework of the business plan. He was therefore pleased that the PPC would be hearing from UNICEF and WHO on their work on coverage and equity.
- 3.2 Michel Zaffran, WHO/EPI Coordinator, presented information to the PPC on WHO's work on health system strengthening, country ownership, new vaccine introduction, introduction of IPV, improving immunisation coverage, addressing data quality and immunisation programme monitoring.
- 3.3 Jos Vandelaer, Chief of Immunization, UNICEF, presented information to the PPC on UNICEF's work in relation to improving the supply chain, reducing inequities, communication for development, financing immunisation services and providing vaccines.

Discussion

- PPC members expressed their appreciation for these presentations and agreed that such presentations to the Committee from UNICEF and WHO should be a standing item on PPC meeting agendas.
- PPC members noted that a report on the Global Vaccine Action Plan (GVAP) is to be published shortly in which it will be reported that it is expected that five of the six GVAP goals will not be reached. At its next meeting SAGE will consider a recommendation that all countries with an immunisation coverage rate under 80% are brought together for discussions on this. If work is to be carried out in

order to meet all the goals it will be critical for all Alliance Partners to fully engage.

- PPC members agreed that there is a fundamental tension between raising immunisation coverage rapidly and improving routine immunisation in a sustainable manner and that it would be useful if this could be addressed.
- PPC members noted the importance of countries having robust and fully functional National Immunisation Technical Advisory Groups (NITAGs).
- PPC members noted that WHO plays an important role in providing technical assistance in relation to the preparation of HSS applications and monitoring but that it has less capacity to support HSS implementation.
- PPC members noted that ensuring the quality of data remains a challenge, in particular in countries where there are differences in national and sub-national data.
- PPC members noted that national ownership of immunisation programmes remains fragile in many countries and that Alliance Partners should prioritise advocacy and support that enhances ownership, including strengthening Inter-Agency Coordination Committees (ICCs).
- PPC members suggested that Gavi Alliance objectives should be set with the recognition that longer-term work around coverage and equity improvement requires government buy-in and leadership and ultimately management capacities for it to be sustainable.
- PPC members noted that sub-national financial flow bottlenecks may seriously hamper programmes and that as more information becomes available on such bottlenecks Gavi processes need to be flexible enough to support governments in addressing these issues.
- PPC members suggested that Gavi should encourage more integrated approaches to control diarrhoea, pneumonia and cervical cancer.

4. 2015 Business plan

- 4.1 Anuradha Gupta, Deputy CEO, summarised the key programmatic aspects of the 2015 business plan and the proposed structural evolution of the business plan to prepare for the next strategic period 2016-2020. She highlighted the engagement of Partners in the process.
- 4.2 She also highlighted that at its September meeting, the Executive Committee reviewed and endorsed the strategic direction and priorities for the 2015 business plan and the new principles and approaches foreseen for 2016-2020.

Discussion

- PPC members welcomed the focus on country ownership and the proposed new partnerships with the World Bank and the US Centers for Disease Control (CDC). PPC members noted that there is a desire to expand partnerships with any organisation or institute including at the country level with the necessary capacity and which is willing to engage with the Alliance.
- PPC members noted that there is a tension between having on the one hand a flat budget and on the other an expectation for the Alliance to do more.
- PPC members agreed on the need to overhaul the business planning process for the period 2016-2020. Currently the business planning process is a short term, with a two year business plan and budget, and quarterly deliverables. Moving forward it will be important to also incorporate a longer term perspective with smart deliverables.
- One member of the PPC suggested that it might be useful to have a look at the split between global level support and country level support to ensure that there is the right balance of investment of the business plan across Partners at the global and country level, including Civil Society Organisations.
- PPC members noted that there will be a review of the Secretariat to ensure fitness of purpose for the next strategic period.
- PPC members expressed concern around the growing number of countries who are unable to meet their co-financing requirements and highlighted the importance of planning activities in 2015 to address this.
- PPC members noted that the real concern is with the next wave of graduating countries, some of which will have specific challenges that will need to be addressed. The importance of engaging early with such countries was highlighted. The importance of advocacy by in-country partners in this context was also noted.
- PPC members representing Alliance Partners reiterated their commitment to supporting the development of the new business planning process. The Secretariat highlighted that the business plan is a shared endeavour amongst all Alliance partners and as such there has to be complete transparency and accountability.
- PPC members noted that sufficient resources have been foreseen to manage the high number of vaccine introductions in 2015, including IPV.
- PPC members also noted that further information on the supply chain implementation plan will be included in the paper to be presented to the joint meeting of the PPC with the Audit and Finance Committee (AFC) on 24 October 2014.

- In reply to a query from a PPC member the CEO clarified that internal resources are being used to do analysis for the Board in relation to Ebola. It would not yet be appropriate to earmark funding in the 2015 budget for Ebola-related activities until such time as the analysis has been done and discussed by the Board.
- PPC members agreed that increased efforts should be made in the context of new vaccine introduction programmes to promote integrated approaches to other healthcare systems.
- PPC members suggested that the 2016-2020 business plan development process should be adjusted to better align different aspects (e.g. supply, communication, financing) in support of coverage and equity agendas.
- PPC members agreed on the urgency of defining and implementing the new business planning process and requested that the timeline for the next business planning process be shared with them.

5. Risk policy

- 5.1 Robert Newman, Managing Director, Policy and Performance, introduced this item, highlighting that risk management is increasingly important for Gavi and that the proposed policy provides a framework for that, recognising that there are diverse views on risk management within the Alliance.
- 5.2 Judith Kallenberg, Head, Policy, provided information to the PPC on the background and context for the development of the proposed risk policy and outlined the policy consultation and review process.

Discussion

- PPC members requested clarification on the intent of the policy and how it would serve the Alliance. Some members felt that the document presented was more a statement of risk appetite than a risk policy. The Secretariat clarified that the proposed document aims to provide high level guidance for risk management rather than being a risk management implementation plan. The Secretariat noted that the proposed risk policy has been benchmarked against other organisations.
- PPC members requested clarification on the role of the risk committee, how it would work and what its mandate would be.
- It was suggested that paragraph 4.5 in the proposed policy should be reworded to reflect that the Secretariat is responsible for leading discussions with partners to translate risk appetite into appropriate strategies and processes.
- PPC members noted that the proposed policy states that there is shared responsibility and mutual accountability for risk amongst the Alliance Partners and indicated that some of the Partners have difficulty in analysing what their

role might be in this respect. It was also suggested that the way in which the policy is worded could imply that the Partners would play a “policing” role in countries, which they would not be comfortable with. It was acknowledged that Partners have their own processes and approaches which would not be superimposed by a Gavi risk policy but that there is a need to have a common language and a common understanding of the role of Partners in managing risk as Partners in the Alliance.

- PPC members asked if there is inconsistency in the proposed policy between risk appetite in strengthening health systems and tolerance for fiduciary risk. The Secretariat confirmed that this tension was identified during the policy consultation process.
- One member of the PPC suggested that the assumption that all Alliance Partners “agree” on risk appetite levels should be reworded to read “strive to reflect”.
- One member of the PPC reflected on the wording of paragraph 3.7 in relation to shaping markets and suggested that risk appetite relates to *specific strategies* in market shaping. In this context it was highlighted that market shaping is not completely independent from procurement and that from the procurement point of view Gavi needs to remain fair and impartial.
- It was suggested that the introductory paragraphs of the risk policy should more clearly articulate the purpose of the policy and what it aims to achieve and that the statement on risk appetite should be annexed, thus enabling it to be reviewed more easily and independently of the policy itself. There should be clearer information on how the risk policy relates to other elements of Gavi’s risk management approach.
- It was agreed that a revised paper will be circulated to the PPC by the first week of November and that a PPC teleconference will be held during the second week of November to discuss a proposed recommendation to the Board.

6. Review of eligibility, graduation and co-financing policies

- 6.1 Robert Newman, Managing Director, Policy and Performance, introduced this item, highlighting that these policies are at the heart of the Gavi model. He reminded PPC members that the Board, had requested that they be reviewed in 2014 to ensure that they are fit for purpose going into the next strategic period. The aim is to find the right balance to maintain the Gavi model and deliver on the new strategy.
- 6.2 He informed PPC members that the objective of the discussion at this meeting was to enable all participants to come to a common level of understanding on what the data shows in terms of what countries are going to face. He reiterated, as the Chair had announced at the beginning of the meeting, that the information was on the table for discussion at this meeting, that a policy decision was not

expected, and that further consultations and analyses will be carried out before the next PPC meeting in May 2015.

- 6.3 Judith Kallenberg, Head, Policy, presented information on the process for the review of the eligibility and graduation policies, and the preliminary findings.
- 6.4 Santiago Cornejo, Head, Financial Sustainability & Graduation, presented information on the review of the co-financing policy.

Discussion

Eligibility and graduation policies

- PPC members noted that it would be a failure if countries were to drop vaccine programmes after graduation. One PPC member noted that it is difficult for governments to suddenly increase the financial envelope for vaccines during graduation. Some PPC members suggested that while there is no appetite for major changes, some tweaking to the policies may be important to prevent countries from “falling off a cliff”.
- PPC members noted that diverse opinions had been expressed during the consultation process amongst members of the Technical Consultation Group (TCG).
- PPC members agreed that while the indicator for eligibility of Gross National Income (GNI) per capita is not ideal it remains the best indicator. One PPC member suggested exploring a GNI criterion based on a rolling three-year average. PPC members expressed differing views on whether or not the eligibility threshold should be increased and concern over countries crossing the threshold with low immunisation coverage.
- PPC members noted that while GNI can be the indication of a country’s ability to pay it is not an indicator of a country’s willingness to pay. In this context it was suggested to intensify the dialogue with eligible and graduation countries, and to further explore positive incentives for graduating countries.
- PPC members agreed on the need to support countries to strengthen their financial planning as well as supporting work on making the investment case for immunisation. It was noted that there could be an important role here for the World Bank to play through the Global Financing Facility (GFF).
- PPC members noted the request from some of the developing country constituencies for the extension of the graduation phase in order to enable countries to prepare for the end of Gavi support. One PPC member representing a developing country constituency requested an extension of the graduation period to 8-10 years to allow for a more gradual increase of financing requirements. It was noted that some graduating countries face the additional challenge of concurrent donor exit. It was suggested that there should be a country by country analysis of the ability of countries to pay increasing costs for

several vaccines simultaneously. It was also suggested that a more country tailored approach to graduation might be an option to explore further.

- PPC members noted the importance for countries of being able to access Gavi prices after the graduation period as an increase in prices would be a significant additional challenge.
- PPC members noted that there are some graduating countries which have unrecognised breakaway regions where immunisation is not a priority and it was suggested that Gavi needs to have a more flexible approach during the graduation period for such countries.
- PPC members noted that are different views in relation to whether or not exceptions to the eligibility policy should be considered if and when Gavi was to introduce new vaccines e.g. malaria.
- One participant expressed that it would be useful in the next phase of the policy review process to see an analysis of how the 2016-2020 strategy could be implemented if the current policies were to remain in place and what risks there may be to achieving the projected health impact. It was also suggested that should there be changes to the policies it would be useful to have information on the knock on effects in terms of transaction costs for countries and costs and resources for the Secretariat.
- PPC members agreed that a better term than ‘graduating countries’ could be found. One suggestion was “countries in transition”.
- One member of the PPC indicated that it would be useful, in the context of discussions on graduation, to have an overview of the total level of investment of countries in immunisation.
- The Chair encouraged PPC members and the Technical Consultation Group to continue to critically assess the emerging data and outcomes from analyses in the policy review.

Co-financing policy

- One participant, whilst recognising that this is complex, asked whether it might be possible to carry out further analysis on linking co-financing to vaccine prices and how this might affect the market going forward. The Secretariat welcomed the offer of support from the Bill & Melinda Gates Foundation on this analysis.
- PPC members noted that should co-financing requirements be linked to vaccine prices in the future it would be critical to ensure that countries have access to a broader range of information on the product characteristics as low vaccine costs might have high implementation costs. In this context it was noted that most countries have limited capacity at national level to analyse such information to enable them to make the most cost-effective decisions.

- The Chair highlighted the importance of PPC members ensuring that their Board members are aware of the discussion in relation to the policy reviews so that when the information is presented to them in June 2015 for decision they are fully briefed.

7. Country Programmes update

- 7.1 The CEO indicated that it would be useful to have advice from the PPC on information which they would like to see in reports from the Country Programmes team. He referred to the richness and quantity of data resulting from the work of the team which is at the core of the work of the Alliance. He also indicated that it would be useful to have guidance on how to keep the Board engaged in this important work.
- 7.2 Hind Khatib-Othman, Managing Director, Country Programmes, introduced the update to the PPC item highlighting the important role of the Alliance Partners in all of the work being accomplished.
- 7.3 David Salinas, Director, Country Support, Stefano Malvolti, Director, Vaccine Implementation, Alan Brooks, Director, Health Systems and Immunisation Strengthening and Santiago Cornejo, Head, Financial Sustainability & Graduation, presented updates on their respective areas of responsibility.

Discussion

- PPC members highlighted the importance of this agenda item which reports on the critical work of the Alliance. They strongly felt that this item should be reinstated as a standing agenda item for Board meetings. It was suggested that a few points could be identified to facilitate a focussed Board discussion. It was also suggested that, while presented by the Partners, it would be useful to integrate the presentation on the work being carried out by UNICEF and WHO into the country programme update both for the Board and the PPC to demonstrate how the Partners work together within the Alliance.
- In relation to the updates for the PPC going forward it was suggested that the paper could perhaps be shortened with information on some of the key countries being presented in the annexes. One PPC member indicated that it would be useful to highlight specific questions for the PPC in the paper as this would enable members to think about these before coming to the meetings. It was suggested that the presentation at the meeting could perhaps focus on 2 or 3 countries rather than one.
- PPC members highlighted the importance of ensuring that for countries where there are tailored approaches a way is found to ensure alignment with the country processes. The Secretariat noted that implementation of the country tailored approach has been challenging. Lessons have been learned from the first countries for which a country tailored approach has been developed and

these lessons are being applied for in developing approaches for the second set of countries.

- PPC members noted that there are CSO platforms in seven of the eleven countries which have been prioritised for tailored approaches and also the suggestion that these platforms could be used more.
- One participant indicated that it would be useful for Partners to have additional information on the role of Senior Country Managers (SCM). The Secretariat clarified that the role of the SCMs includes grant management, risk management and working with Partners for improved immunisation outcomes. It is expected that SCMs will build strong relationships with Partners at the country level and bring to their attention the bottlenecks including matters relating to risk.
- One participant asked whether or not countries take into account the link between vaccine wastage and co-financing requirements. The Secretariat noted that discussions with countries do include the impact of vaccine wastage on co-financing obligations. However more needs to be done to enhance this understanding at country level.
- PPC members noted that work being done in relation to stock management is currently only being done at the national level. It was suggested that it would be useful to do similar work at the district level in particular in the context of discussions on equity.
- It was noted that Performance Based Funding (PBF) is based on national coverage and national data and it was suggested that it would be useful to take into account sub-national data to ensure that the districts which are most in need receive the funding. PPC members noted that the Alliance is still in a learning phase around PBF.
- PPC members noted that it will potentially be necessary for the Board, at its December 2014 meeting, to take a decision in relation to one country which may be in default of its co-financing obligations. A mission is planned to the country soon.
- One member of the PPC referred to the usefulness of including the information provided on DRC in the presentation in the country profiles which can be found online. It was suggested that those country profiles do not give a sufficient picture of what is really happening in the countries.
- PPC members expressed concern that in some countries “traditional” vaccines are not being paid for by the government. The Secretariat noted that this is something which has been identified as requiring discussion with Alliance Partners.
- PPC members noted that Gavi needs to expand its relationship with the African Development Bank (ADB) which has great convening power with Ministers of Finance and could engage them in discussions on investing in immunisation.

- PPC members noted the challenges of determining what the real figures for vaccine investments in countries are as the funding sources vary.
- PPC members noted that there continue to be measles outbreaks in Ethiopia and there are therefore plans to do new campaigns up to the age of 15. One PPC member asked whether it might be possible for Gavi to provide support, even up to the age of 5, in line with the Board decision in June 2011. PPC members noted that the envelope approved for Measles SIAs at that time for six countries, including Ethiopia for whom Gavi has supported one SIA, has been fully allocated and any exception, which only the Board can approve, would need cautious consideration taking into account several programmatic dimensions including the quality of the first SIA. A working group would be set up by the Secretariat to look at this issue and more broadly at the support provided by GAVI to fight measles.
- One member of the PPC pointed out in relation to SG2 that we are constrained by global level indicators which do not always reflect the reality that the investments being made are relatively small. It was suggested that there is some data coming through on intermediate level indicators which is more encouraging and that it might be useful to analyse this data and present it in relation to one or two key countries. The Secretariat noted that there are likely to be different indicators for the 2016-2020 strategy.
- PPC members noted that Nigeria is expected to increase its level of domestic financing from US\$ 13 million in 2014 to US\$ 467 million in 2020 owing to graduation which is happening earlier than anticipated. It was stated that this is not “business as usual” and that Board members need to have a real discussion around these issues.
- PPC members noted that the delays in disbursing HSS funding have been greatly reduced. Many of the disbursements are delayed because the countries are unable to respond to IRC requests for clarifications in a timely manner. It was noted that countries often do not have the same level of support from Partners at this stage of the process as they had when preparing their applications. Some delays are related to financial management e.g. the principles approved by the Board state that disbursements cannot be made until countries have submitted their annual audits.
- PPC members noted that there is also a need to address the fact that there are bottlenecks in relation to the disbursement of HSS funding at the regional or district level. Work is being done to enable a greater understanding of some of these bottlenecks and the role of Partners in facilitating smooth flow of funds to subnational entities will be important.
- PPC members noted that going back to 2011, about 26% of HSS resources go into procurement and supply chain management. The Secretariat noted that an increasing amount of the proportion of this goes into cold chain equipment that has lower running costs and therefore improved sustainability.

- PPC members noted that while CSOs have been included in an increasing number of HSS applications, funds are not always disbursed to them in country. This is being analysed and it is foreseen that there will be a more detailed discussion on this at the next PPC meeting.
- PPC members noted that there is an Immunization Practices Advisory Committee (IPAC) Call for Action to countries and partners to support the implementation of EVM improvement plans that result from the EVM assessment. There is an opportunity for learning here as IPAC tries to define ways of helping the countries prioritise improvement actions.

8. Market shaping update including update on Gavi support for access to appropriate pricing for Gavi graduates & other lower middle income countries

- 8.1 Melissa Malhame, Head, Market Shaping, provided an update to the PPC on the progress of the implementation of Gavi's vaccine supply and procurement strategy.

Discussion

- PPC members asked if there have been discussions around the possible use of a hexavalent vaccine and also in relation to the recent preference indicated by SAGE for a whole cell pertussis vaccine rather than an acellular pertussis vaccine. Participants wondered whether there is a risk that manufacturers might start to move to the production of a hexavalent vaccine with the risk that the supply base for pentavalent vaccine would decrease. The Secretariat clarified that work is being carried out with the Bill & Melinda Gates Foundation to enable a better understanding of where the different manufacturers are positioned in relation to the development of a whole cell pertussis containing hexavalent vaccine. It is clear that the Alliance does not wish to find itself in a situation where there is one supplier of a hexavalent vaccine which might not be able to supply sufficient volumes and in parallel a disruption in the supply of pentavalent vaccine.
- One member of the PPC requested clarification on a recent tender for Japanese encephalitis vaccine which was awarded to one supplier. The Secretariat clarified that the award of the tender to a single manufacturer was the result of the technical specifications of the vaccines offered and its programmatic suitability.
- PPC members noted that following the recent SAGE recommendation on a two dose schedule for HPV vaccine, the demand forecasts have been updated accordingly.
- PPC members noted the usefulness of the vaccine roadmaps and agreed on the importance of completing the HPV and meningococcal roadmaps as soon as possible.

- One member of the PPC suggested that the access to appropriate pricing (ATAP) Senior Advisory Group (SAG) consult with a third party who has industry experience and expertise in terms of pricing, supply and procurement. The Secretariat noted that the SAG Chair is a former President of Merck Vaccine Division, currently a Professor at Princeton University and Chair of the Board of the International Vaccine Institute (IVI).
- PPC members noted that one of the items for discussion at the first meeting of the SAG will be in relation to the inclusion, or not, of LMICs which are non-Gavi countries. One member of the PPC highlighted that it could require a lot of additional resources if those countries had to be looked at on a case by case basis as the countries are different from each other not only in financial and political terms but also with respect to the in regulatory capabilities and expectations. It was suggested that potential access to Gavi prices for such countries should be linked to their sustainability.
- PPC members noted that there is commitment from individual vaccine manufacturers, made at the June 2011 pledging conference, to maintain Gavi prices for graduating countries. Work is being carried out to help that more information on each of the commitments is published. PPC members also noted that work is being carried as part of the replenishment efforts to ensure that manufacturers will be making commitments similar to that made by GSK in May 2014.
- PPC members noted that market shaping activities during the next strategic period will be somewhat different and it is expected that there will be more sophisticated measurements on some of the indicators to ensure a more balanced and holistic view of things such as the weighted average price.
- PPC members noted the importance of considering that many of the vaccine manufacturers who supply to the Gavi market have specifically built their manufacturing capacity to enable Gavi countries to introduce vaccines. It is not foreseen that the volumes required in the future will decrease but the volumes being purchased by Gavi directly will go down as countries graduate. Countries like India also play a role in driving the demand and this needs to be managed. It is also important to ensure that prices for some vaccines do not become so low that manufacturers are no longer interested in producing them and withdraw from the market.

9. IRC and High Level Review Panel Reports

- 9.1 John Grundy, Chair of the Independent Review Committee (IRC), provided an update to the PPC on the work of the IRC and High Level Review Panel (HLRP). He highlighted that the quality of technical proposals has improved and there are higher rates of approvals by the IRC. He provided information on what the IRC has identified as priority themes and challenges (political and health system context; health inequities & gender inequalities; conflict context; health system strengthening and system readiness; governance; surveillance and safety and

new vaccines; monitoring and evaluation) and areas which had been identified as potential areas for focus or development (country level governance and appraisal; health systems readiness; gender inequality; immunisation in conflict settings; civil society partnerships; surveillance strengthening and impact assessment).

Discussion

- PPC members noted that considering approaches to immunisation in conflict settings is important. One member of the PPC suggested that it is also important to look at post conflict scenarios with prolonged insecurity of a slightly different nature. In the context of this discussion PPC members noted that the Board has discussed the potential role for Gavi in conflict/emergency settings and concluded that Gavi is not the appropriate organisation to work in such situations.
- PPC members noted that as Gavi has a strong country focus and bottom up approach it will be increasingly important to ensure that National Immunisation Technical Advisory Groups (NITAGs), National Regulatory Authorities (NRAs) and Inter-agency Coordinating Committees (ICCs) are strengthened so that they can take a leading role in countries to help advise, regulate and coordinate immunisation-related activities.
- PPC members noted that there is a need to start thinking about new ways that data about different dimensions of equity can be captured.
- Some members of the PPC expressed concern that the consolidated management action plan would only be presented to them in May 2015 and wondered if the time lag could be shortened going forward. The Secretariat clarified that the management action plan is updated after each round, discussed with Partners and actioned in a near term timeframe wherever appropriate – for example, in updating the application guidelines for countries and strengthening grant review processes. What is shared with the PPC during the first PPC meeting of each year is a summary of the priority actions taken in response to IRC recommendations during the previous year. The PPC noted that many of the recommendations are operational but there may be some with potential policy or programmatic implications which would have to be considered by the PPC.
- In response to a query from a PPC member Mr Grundy confirmed that the IRC does look at how countries, in their applications, address service integration.
- PPC members noted the IRCs concern regarding the sustainability of country performance, human resource incentives and how they link to the wider health system strategy.
- PPC members noted that while the High Level Review Panel (HLRP) is a hybrid body that includes three members of the IRC, alongside the Secretariat, WHO and UNICEF, the IRC continues to provide independent advice both through the HLRP as well as through dedicated IRC meetings that review new applications for support.

10. Monitoring & evaluation update

10.1 Peter Hansen, Director of Monitoring & Evaluation, provided an update to PPC members on key activities in monitoring & evaluation.

Discussion

- The Secretariat clarified that the starting place for small area estimates is not surveys but country administrative data triangulated with health facility data and household surveys and then regression methods are used to perform the analysis across a range of data sources. Data quality remains a concern and there is work underway around this. The Secretariat noted that the quantity of data available has increased but this is not always straightforward as there is a need to determine how to triangulate these data in the absence of a gold standard source of data.
- PPC members noted that 2014 is a transition year for the operational development and implementation of GAMR. PPC members agreed on the importance of alignment with country processes to ensure that additional burdens are not put on countries.
- The Secretariat clarified the role of the High Level Review Panel (HLRP) which evaluates whether support which is up for review should be renewed and relies on the processes through which information is presented to the HLRP are well done. In addition to making grant-specific recommendations, the HLRP makes cross-cutting recommendations and helps bring the business planning process closer to the portfolio of country grants and the specific issues and challenges of grants in different settings.
- PPC members noted that Gavi is expanding partnerships with institutions working on monitoring and evaluation activities and asked whether mechanisms had been put in place to ensure quality control and consistency of the methodologies used in the various studies. The Secretariat confirmed that such mechanisms had been put in place.
- PPC members noted that within the context of the Full Country Evaluations (FCE) the idea is to ensure that the use of existing data is maximised. It is important to coordinate closely at the country level and in discussion with Partners to ensure that there is not duplication of efforts or additional burden placed on countries.
- In relation to the number of joint appraisals that can be carried out the Secretariat noted that it is necessary to be strategic in prioritising joint appraisals where impact and risk is the greatest and to identify alternative processes which are lighter where warranted.
- PPC members noted that there has been a significant ramp-up of work in the area of monitoring & evaluation within Gavi and that work needs to be done to ascertain how to best to coordinate and share relevant information, in particular where this can be used to improve programmes and policy making.

- PPC members noted that work will be done on the goal level indicators for the 2016-2020 strategy and will be brought to the PPC for decision in May 2015 and to the Board in June 2015.
- PPC members also noted that scoping for a new Gavi data strategy will commence shortly. Groups will be identified to take forward different streams of that work. It is foreseen that the strategy will be developed over the course of 2015, with a first discussion at the PPC meeting in May 2015 and a decision in October 2015 for recommendation to the Board in December 2015.

11. Review of decisions

- 11.1 There were no decisions for review.

12. Any other business

Discussion

- India had been mentioned on a number of occasions during this meeting and PPC members noted that discussions and analysis within the Secretariat in relation to immunisation in India were ongoing. There will be consultations with Partners and the CEO will ensure that the Board is kept up to date as appropriate.
- After determining there was no further business, the meeting was brought to a close.

Mrs Joanne Goetz
Secretary of the Meeting

Attachment A

Participants

Committee Members

- Richard Sezibera, Chair
- Zulfiqar A. Bhutta
- Erik Bossan
- Clarisse Loe Loumou
- Lene Lothe
- Susan McKinney
- Robert Oelrichs
- Rajinder Suri
- Andrei Usatii
- Jos Vandelaer
- Seth Berkley (Day One & Item 7)
- Jon Abramson

Regrets

- Steve Landry
- Jason Lane
- Ahmad Jan Naeem
- Jean-Marie Okwo-Bele

Guests

- John Grundy (Item 9)

GAVI

- Anuradha Gupta
- Debbie Adams (Day One)
- Joanne Goetz
- Hind Khatib-Othman
- Robert Newman

Observers

- Mariam Diallo, France
- Ross Leach, United Kingdom
- Violaine Mitchell, Bill & Melinda Gates Foundation
- Michel Zaffran, WHO
- Cristina Gaberi, Special Adviser to Board and PPC Member Andrei Usatii
- Stephen Karengera, Special Adviser to PPC Chair