

## **Gavi Alliance Board Meeting**

**3-4 December 2025**

**Global Health Campus, Geneva, Switzerland**

Monday 1 December – Tuesday 2 December: Pre-Board meetings

Wednesday 3 December: 08.30-18.00 Board Meeting Day One

Thursday 4 December: 08.30-17.00 Board Meeting Day Two

Quorum: 14

### **Agenda REVISED**

**Next Board Meeting: 25-26 March 2026 (Board Retreat)**

**1-2 July 2026**

**9-10 December 2026**

---  
**Brenda Killen**, Director, Governance and Secretary to the Board, +41 22 909 66 80, [bkillen@gavi.org](mailto:bkillen@gavi.org)  
**Melissa Wolfe**, Acting Head, Governance, +41 22 909 78 20, [mwolfe@gavi.org](mailto:mwolfe@gavi.org)

*Please note that the Board meeting will be recorded and a transcription of the full proceedings will be made.  
This recording and transcription will be used as an aid to minute the meeting.*

## Pre-Board Meetings – Monday 1 December 2025

Schedule	Meeting	Room
11.00-12.00	○ Unaffiliated Recruitment Committee meeting	Marula
14.00-18.00	○ Governance Committee meeting	Banyan

## Pre-Board Meetings – Tuesday 2 December 2025

Schedule	Meeting	Room
10.00-11.00	○ Human Resources Subcommittee meeting	Marula
10.30-11.30	○ Live Data Showcase ( <i>Option 1</i> )	Dashboard Room (7 <sup>th</sup> Floor)
12.00-13.30	○ Joint Technical Briefing: Gavi Board and GPEI Polio Oversight Board	Forum
14.00-14.45	○ Live Data Showcase ( <i>Option 2</i> )	Dashboard Room (7 <sup>th</sup> Floor)
14.00-16.15	○ Implementing Country Caucus meeting	Baobab
14.45-16.15	○ Meeting of Gavi Donor Constituency	Banyan
16.30-18.00	○ Joint Implementing Country Caucus and Gavi Donors meeting	Banyan
19.00-20.30	○ Meeting of IFFIm Donors	Crowne Plaza Hotel

## Board Meeting - DAY ONE – Wednesday 3 December 2025

Item	Subject	Action	Schedule
	<b>Closed Session: For Board Members and Alternate Board Members only</b>		08.30-09.45
	<b>Break</b>		09.45-10.00
1	<b>Chair's report</b> <ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• No Objection Consent Decisions</li> <li>• Consent Agenda<sup>1</sup></li> <li>• Workplan</li> <li>• Chair-Elect Helen Clark remarks</li> </ul> José Manuel Barroso, Board Chair	<b>DECISION</b>	10.00-10.30
2	<b>CEO's report, incl. collaboration with partners and Gavi Leap update</b> Sania Nishtar, Chief Executive Officer <ul style="list-style-type: none"> <li>• Strategy, Programmes and Partnerships: Progress, Risks and Challenges</li> </ul>		10.30-11.45
3	<b>Replenishment update, including financial instruments</b> Marie-Ange Saraka-Yao, Chief Resource Mobilisation and Growth Officer		11.45-12.30
	<b>Lunch</b>		12.30-13.30
<b>Gavi 5.1 Strategic review and Gavi 6.0 Operationalisation</b>			
4	<b>Financial Update, including forecasts, Secretariat and Partner Budgets</b> David Sidwell, Chair, Audit and Finance Committee François Note, Chief Financial Officer	<b>DECISION</b>	13.30-14.15
5	<b>2026-2030 Strategy</b> <ul style="list-style-type: none"> <li>• <b>Part A: Follow up on Gavi 6.0 Recalibration Retreat including recalibration programme reductions</b>                An Vermeersch, Chief Vaccine Programmes and Markets Officer                Johannes Ahrendts, Director, Strategy, Policy and Foresight</li> </ul>	<b>DECISION</b>	14.15-15.45
	<b>Break</b>		15.45-16.15
	<ul style="list-style-type: none"> <li>• <b>Part B: Country Vaccine Budgets (including Portfolio Optimisation and Prioritisation)</b>                Marta Tufet Bayona, Director, Grants Design and Partnerships</li> </ul>	<b>DECISION</b>	16.15-17.15
	<ul style="list-style-type: none"> <li>• <b>Part C: Market Shaping Strategy</b>                Dominic Hein, Director, Market Shaping</li> </ul>	<b>GUIDANCE</b>	17.15-18.00
	<b>Board photo</b>		18.00-18.15
	<b>Board dinner</b>	<b>Crowne Plaza Hotel</b>	19.30

<sup>1</sup> Any Board member can ask that any item be removed from the consent agenda for further discussion. Should there be any such request, the relevant discussion will take place on Day Two of the Board meeting, immediately preceding the Review of Decisions.

## Board Meeting - DAY TWO – Thursday 4 December 2025

Item	Subject	Action	Schedule
<b>Reports and Vaccine Programmes</b>			
6	<b>Committee Chair and IFFIm Board reports</b> <ul style="list-style-type: none"> <li>Governance Committee – Omar Abdi</li> <li>Programme and Policy Committee – Anne Schuchat</li> <li>Audit and Finance Committee – David Sidwell</li> <li>Investment Committee – Yibing Wu</li> <li>Evaluation Advisory Committee – James Hargreaves</li> <li>IFFIm Company – Kenneth G Lay</li> </ul>		08.30-09.15
7	<b>Joint Alliance Update on Country Delivery</b> Thabani Maphosa, Chief Country Delivery Officer Kate O'Brien, Director, Department of Immunization, Vaccines and Biologicals, WHO Ephrem Lemango, Associate Director of Immunization, UNICEF		09.15-10.15
8	<b>Country Programmes: Nigeria, Papua New Guinea and Venezuela</b> Thabani Maphosa, Chief Country Delivery Officer	<b>DECISION</b>	10.15-11.15
9	<b>Gavi Support for 9-Valent Human Papillomavirus (HPV) Vaccine</b> Dominic Hein, Director, Market Shaping	<b>DECISION</b>	11.15-12.15
	<b>Lunch</b>		<b>12.15-13.15</b>
10	<b>African Vaccine Manufacturing Accelerator (AVMA)</b> Marie-Ange Saraka Yao, Chief Resource Mobilisation & Growth Officer	<b>DECISION</b>	13.15-14.15
<b>Risk and Reporting</b>			
11	<b>Ethics, Risk and Compliance Office update</b> Maria Thestrup, Chief Ethics, Risk and Compliance Officer	<b>DECISION</b>	14.15-14.45
	<b>Break</b>		<b>14.45-15.15</b>
12	<b>Fiduciary Risk Assurance and Financial Management Capacity Building</b> Edmund Grove, Acting Director, Portfolio Financial Management	<b>DECISION</b>	15.15-16.15
13	<b>Audit &amp; Investigations Report</b> Lucy Elliott, Managing Director, Audit & Investigations		16.15-16.45
<b>Decisions</b>			
14	<b>Review of decisions</b> Brenda Killen, Director, Governance		16.45-17.00
15	<b>Any other business and Closing remarks</b> José Manuel Barroso, Board Chair		17.00