

REVIEW OF DECISIONS

BOARD MEETING

3-4 December 2025, Geneva, Switzerland

Decision 1: Consent Agenda: Waiver to Independent Review Committee (IRC) TOR: Gavi 6.0 Transition and Reprogramming of Country Applications Post Recalibrations

The Gavi Alliance Board:

Approved to waive the requirement for an independent review for the reprogramming and no-cost extension of HSS funding for countries with existing IRC approvals to support their transition into consolidated funding levers and aligned grant cycles in 2026.

Decision 2: Consent Agenda: Reappointment of Independent Review Committee (IRC) members

The Gavi Alliance Board:

Reappointed the IRC members listed below for a further three-year term from March 2026 until March 2029.

- Abdul-Aziz Mohammed
- Andrew Azman
- Edward Ouko
- Emmanuelle Espié
- Eusèbe Hounsokou
- Henry Stanley Katamba
- Jean-Paul Paolo
- Jean-Pierre Matwanga
- Marinus M. H. Stassen
- Nkengafac Villyen Motaze
- Ogijo Arome Emmanuel
- Susan Rackstraw
- Sophie Newland
- Soleine Scotney
- Yilchini Ishaku
- Zenaw Adam

Biographies of all candidates are available from the Secretariat on request

Decision 3: Consent Agenda: Board and Committee Nominations (1/11)

The Gavi Alliance Board:

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

- **Nick Lagunowich** as Board Member representing the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) constituency in the seat currently vacant, effective 1 January 2026 and until 31 December 2028.
- **Onei Uetela** as Board Member representing the civil society organisation in the seat currently held by Bvudzai Magadzire, effective 1 January 2026 and until 31 December 2027.
- **Cécile Billaux** as Board Member representing the European Commission on the donor constituency anchored by the European Commission, effective 1 January 2026 and until 31 December 2028*.

* Annual rotation with the Alternate Board member

Decision 3: Consent Agenda: Board and Committee Nominations (2/11)

b) Reappointed the following Board Members:

- **Ruth Lawson** as Board Member representing the United Kingdom on the donor constituency anchored by the United Kingdom, effective 1 January 2026 and until 25 August 2027.
- **Alexandra Rudolph-Seemann** as Board Member representing Germany on the donor constituency anchored by Germany, effective 1 January 2026 and until 31 December 2027.
- **Ryo Nakamura** as Board Member representing Japan on the donor constituency anchored by Japan, effective 1 January 2026 and until 31 December 2028.

Decision 3: Consent Agenda: Board and Committee Nominations (3/11)

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

- **Julie Hamra** as Alternate Board Member representing IFPMA in the seat currently held by Joan Benson, effective 1 January 2026 and until 31 December 2028.
- **Bvudzai Magadzire** as Alternate Board Member representing the civil society organisation in the seat currently held by Onei Uetela, effective 1 January 2026 and until 31 December 2026.
- **Clarisse Paolini** as Alternate Board Member representing France on the donor constituency anchored by the European Commission, effective 1 January 2026 and until 31 December 2028*.
- **Johanneke de Hoogh** as Alternate Board Member representing the Netherlands in the donor constituency anchored by Norway.

* Annual rotation with the Alternate Board member

Decision 3: Consent Agenda: Board and Committee Nominations (4/11)

d) Reappointed the following Alternate Board Members:

- **Rhoda Wanyenze** as Alternate Board Member to Saad Omer representing the Research and Technical Health Institutes constituency, effective 1 January 2026 until 31 December 2028.
- **Kristen Chenier** as Alternate Board Member to Ruth Lawson representing Canada, effective 1 January 2026 until 31 December 2027.
- **Fleur Davies** as Alternate Board Member to Alexandra Rudolph-Seemann representing Australia, effective 1 January 2026 until 31 December 2027
- **Leone Gianturco** as Alternate Board Member to Ryo Nakamura representing Japan, effective 1 January 2026 until 31 December 2028.

Decision 3: Consent Agenda: Board and Committee Nominations (5/11)

- e) **Reappointed** the following as Chair of the Audit and Finance Committee:
 - **David Sidwell** until 31 July 2027.
- f) **Reappointed** the following as Chair of the Investment Committee:
 - **Yibing Wu** until 31 October 2026.
- g) **Reappointed** the following as Chair of the Programme and Policy Committee:
 - **Anne Schuchat** until 31 December 2027.
- h) **Reappointed** the following as Chair of the Evaluation Advisory Committee:
 - **James Hargreaves** until 31 December 2026.

Decision 3: Consent Agenda: Board and Committee Nominations (6/11)

i) Appointed the following to the Market-Sensitive Decisions Committee effective 1 January 2026:

- **Helen Clark** (Board Chair) until 31 December 2027
- **Omar Abdi** (Board Vice Chair) until 31 December 2027
- **Leila Gharagozloo Pakkala** (Alternate Board Member) until 31 December 2027
- **Kate O'Brien** (Alternate Board Member) until 31 December 2027
- **Greg Widmyer** (Board Member) until 31 December 2027
- **Mekdes Daba** (Board Member) until 31 December 2027
- **Robert Lucien Kargougou** (Board Member) until 31 December 2027
- **Ruth Lawson** (Board Member) until 25 August 2027
- **Cécile Billaux** (Board Member) until 31 December 2027
- **Ryo Nakamura** (Board Member) until 31 December 2027
- **Bvudzai Magadzire** (Alternate Board Member) until 31 December 2026
- **David Sidwell** (Board Member) until 31 July 2027
- **Anne Schuchat** (Board Member) until 31 December 2027
- **Sania Nishtar** (Board Member) until successor appointed

Decision 3: Consent Agenda: Board and Committee Nominations (7/11)

j) Appointed the following to the Governance Committee effective 1 January 2026:

- **Omar Abdi** (Board Vice Chair) until 31 December 2027
- **Anna Sedgley** (Board Member) until 31 December 2027
- **Deena Shiff** (Board Member) until 31 December 2027
- **Kate O'Brien** (Alternate Board Member) until 31 December 2027
- **Greg Widmyer** (Board Member) until 31 December 2027
- **Hamed Yaqoob Sheikh** (Committee Delegate) until 31 December 2027
- **Sylvain Yuma Ramazani** (Committee Delegate) until 31 December 2027
- **Julie Hamra** (Alternate Board Member) until 31 December 2027
- **Alexandra Rudolph-Seemann** (Board Member) until 31 December 2027
- **Cécile Billaux** (Board Member) until 31 December 2027
- **Marit Viktoria Pettersen** (Board Member) until 31 December 2027
- **Bvudzai Magadzire** (Alternate Board Member) until 31 December 2026
- **Sania Nishtar** (Board Member) until successor appointed

Decision 3: Consent Agenda: Board and Committee Nominations (8/11)

k) **Appointed** the following to the Audit and Finance Committee effective 1 January 2026:

- **David Sidwell** (Board Member) until 31 July 2027
- **Ana de Pro Gonzalo** (Board Member) until 31 December 2027
- **Deena Shiff** (Board Member) until 31 December 2027
- **Karen Sørensen** (Board Member) until 31 December 2027
- **Gisela Henrique** (Committee Delegate) until 31 December 2027
- **Lauren Franzel** (Committee Delegate) until 31 December 2027
- **Ashish Makkar** (Committee Delegate) until 31 December 2027
- **Kelly Jarrett** (Committee Delegate) until 31 December 2027
- **Kwaku Agyeman-Manu** (Committee Delegate) until 31 December 2027
- **Abdelkadre Mahamat Hassane** (Committee Delegate) until 31 December 2027
- **Leone Gianturco** (Alternate Board Member) until 31 December 2027
- **Sara Schulz** (Committee Delegate) until 31 December 2027
- **Anna McNicol** (Committee Delegate) until 31 December 2027
- **Onei Uetela** (Board Member) until 31 December 2027
- **Min Soo Kang** (Committee delegate) until 31 December 2027

Decision 3: Consent Agenda: Board and Committee Nominations (9/11)

- I) **Appointed** the following to the Investment Committee effective 1 January 2026:
- **Yibing Wu** (Board Member) until 31 October 2026
 - **David Sidwell** (Board Member) until 31 July 2027
 - **Karen Sørensen** (Board Member) until 31 May 2027
 - **Kwaku Agyeman-Manu** (Committee Delegate) until 31 July 2027
 - **Sai Prasad** (Board Member) until 30 June 2026

Decision 3: Consent Agenda: Board and Committee Nominations (10/11)

m) Appointed the following to the Programme and Policy Committee effective 1 January 2026:

- **Anne Schuchat** (Board Member) until 31 December 2027
- **Awa-Marie Coll Seck** (Board Member) until 30 June 2027
- **Michael Kent Ranson** (Alternate Board Member) until 31 December 2027
- **Ephrem Lemango** (Committee Delegate) until 31 December 2027
- **Kate O'Brien** (Alternate Board Member) until 31 December 2027
- **Adrien de Chaisemartin** (Committee Delegate) until 31 December 2027
- **Issa Ouedraogo** (Committee Delegate) until 31 December 2027
- **Lakshmi Somatunga** (Committee Delegate) until 31 December 2027
- **Kediende Chong** (Committee Delegate) until 31 December 2027
- **Mohamed Jama** (Board Member) until 31 December 2027**
- **Brian Erazo Muñoz** (Board Member) until 31 December 2027
- **Ariane McCabe** (Committee Delegate) until 31 December 2027
- **Rob Whitby** (Committee Delegate) until 31 December 2027
- **Birgit Strube** (Committee Delegate) until 31 December 2027
- **Clarisse Paolini** (Alternate Board Member) until 31 December 2027
- **Hitoshi Murakami** (Committee Delegate) until 31 December 2027
- **Zainab Naimy** (Committee Delegate) until 31 December 2027
- **Rajinder Suri** (Committee Delegate) until 31 December 2027
- **Yoram Siame** (Committee Delegate) until 31 December 2027
- **Ngashi Ngongo** (Committee Delegate) until 31 December 2027
- **Sania Nishtar** (Board Member) until successor appointed
- **Hanna Nohynek** (Independent Expert) until 31 December 2027

Decision 3: Consent Agenda: Board and Committee Nominations (11/11)

n) **Appoint** the following to the Evaluation Advisory Committee effective 1 January 2026:

- **James Hargreaves** (Independent Expert) until 31 December 2026
- **Rhoda Wanyenze** (Board Representative) until 31 December 2026
- **Onei Uetela** (Board Representative) until 31 December 2026
- **Penny Hawkins** (Independent Expert) until 31 December 2026
- **Malabika Sarker** (Independent Expert) until 31 December 2026
- **David Hotchkiss** (Independent Expert) until 31 December 2026
- **Adolfo Martinez Valle** (Independent Expert) until 31 December 2026
- **Justice Nonvignon** (Independent Expert) until 31 December 2026
- **Helen Evans** (Independent Expert) until 31 December 2026

Decision 4: Consent Agenda: Audit and Investigations Terms of Reference

The Gavi Alliance Board:

Approved the Audit and Investigations Terms of Reference Version 7.0 as set out in Annex A of Doc 01d.

Decision 5: Consent Agenda: HR Subcommittee Update

The Gavi Alliance Board:

Approved the update to the salary scale applicable to Washington DC, with effect from 1st January 2026, in line with the findings of the Compensation and Benefit Survey carried out in 2023-2024, according to the Implementation plan outlined in Doc 02.

Decision 6: Financial Update, Financial Forecasts (1/3)

The Gavi Alliance Board:

- a) **Noted** that the Audit and Finance Committee reviewed the financial implications of recommendations made by the Programme and Policy Committee, and concluded that there are no financial impacts to the overall forecast expenditure budgets for the Gavi 5.1 strategic period, and that the financial impacts are included in the overall forecast expenditure budgets for the Gavi 6.0 strategic period;
- b) **Approved** the Gavi 5.1 Financial Forecast (2021-2025) of Qualifying Resources of US\$ 13.6 billion and Forecast Expenditure of US\$ 13.5 billion;
- c) **Noted** that, due to current uncertainties, the Board should make no additional financial commitments, other than programmatic commitments aligned with the Board's recalibration guidance;
- d) **Noted** the remaining balance on the COVAX AMC Pandemic Vaccine Pool in Gavi 5.1 is US\$ 1.9 billion, prior to any donors repurposing funds to Gavi 6.0;

Decision 6: Financial Update, Financial Forecasts (2/3)

- e) **Noted** that the Programme and Policy Committee has set up a task force to support the development of country vaccine budgets and this initiative will change the allocation by programme within the overall vaccine procurement forecast;
- f) **Approved** the Gavi 6.0 Financial Forecast (2026-2030) of Qualifying Resources of US\$ 8.5 billion (including US\$ 0.2 billion forecast interest from AVMA funds subject to decision) and Forecast Expenditure of US\$ 10.0 billion, noting the Secretariat will only commit funds aligned with available Qualifying Resources and cash flow forecasts;
- g) **Noted** in a replenishment year, the Gavi 6.0 Financial Forecast (2026-2030) of Resources is US\$ 10.0 billion of which US\$ 8.5 billion is Qualifying Resources. At this point in time US\$ 2.9 billion is secured through contractual agreements as replenishment pledges are turned into signed agreements. Under the Programme Funding Policy, the Secretariat is permitted to make contractual commitments for the first year of the next strategic period putting aside Qualifying Resources equivalent to current and next two years of programmatic commitments. To make these commitments the Secretariat currently estimates requiring US\$ 5.5 billion of Qualifying Resources;

Decision 6: Financial Update, Financial Forecasts (3/3)

h) Noted that in relation to Gavi 6.0,

- i) The Alliance continues to operationalise the Gavi Board retreat recalibration outcomes and that detailed Gavi 6.0 programmatic expenditure forecast will be updated regularly within the overall Forecasted Resources envelope; and
- ii) As Forecasted Resources include both Qualifying Resources (as defined by the Programme Funding Policy), and Opportunities (which the Secretariat anticipates will be converted into Qualifying Resources), the Secretariat will ensure that sufficient Qualifying Resources are reserved to meet future funding allocations as required by the Programme Funding Policy and will regularly update the Audit and Finance Committee (AFC) at each meeting of the AFC.

Decision 7: Financial Update, Use of African Vaccine Manufacturing Accelerator (AVMA) and First Response Fund (FRF) Interest Income

The Gavi Alliance Board:

- a) **Approved** the attribution of investment income generated by the African Vaccine Manufacturing Accelerator (AVMA) over the Gavi 6.0 strategic period to Board-approved programmes.
- b) **Noted** that investment income generated by the First Response Fund will be retained for use within the instrument over the Gavi 6.0 strategic period.

Decision 8: Financial Update, Secretariat Budget

The Gavi Alliance Board:

- a) **Approved** US\$ 166.3 million for the Secretariat Operating Budget in 2026;
- b) **Approved** US\$ 138.4 million for the Secretariat Operating Budget in 2027;
- c) **Approved** US\$ 1.0 million in 2026 and US\$ 1.0 million in 2027 for Capital Expenditure Budgets; and
- d) **Noted** the Secretariat will update the AFC in June 2026 on any necessary changes to the 2027 budget, in particular, from the impact of operationalising the July 2025 Board recalibration.

Decision 9: Financial Update, Partner Budgets

The Gavi Alliance Board:

- a) **Approved** US\$ 60.6 million for the Partner Budget in 2026 for Procurement Fees, Partnerships in Innovation and Studies & Evaluations; and
- b) **Approved** US\$ 50.9 million for the Partner Budget in 2027 for Procurement Fees, Partnerships in Innovation and Studies & Evaluations.

Decision 10: 2026-2030 Strategy, Gavi 6.0 Recalibration (1/2)

The Gavi Alliance Board:

- a) **Approved** Strategy Goal 1 recalibration approach to scoping and pacing for malaria, hexavalent, measles/measles-rubella, cholera and inactivated polio vaccine programmes that was revised post-retreat based on technical consultations, attached as Annex D to Doc 05a, and the additional work to be undertaken through the Country Vaccines Budget Task Team;
- b) **Approved** updates to Gavi's Fragility, Emergencies and Displaced Populations (FED) Policy following Fragile & Humanitarian Approach approval attached as Annex C to Doc 05a;
- c) **Approved** a minimum floor of US\$ 5 million and maximum cap of US\$ 120 million allocated to countries through the Health System and Immunisation Strengthening Support (HSIS) allocation formula as recommended in Annex A to Doc 05a;
- d) **Approved** the ~US\$ 200 million reduction to the forecast of outbreak response stockpile;

Decision 10: 2026-2030 Strategy, Gavi 6.0 Recalibration (2/2)

- e) **Approved** the funding of ~US\$ 100 million co-financing waivers through the Fragile & Humanitarian (F&H) Approach, and **requested** the F&H Alliance Advisory Group to prepare a proposal on prioritising the use cases of the F&H Approach for consideration by the Programme and Policy Committee at its meeting in May 2026; and
- f) **Temporarily paused** during 2026 campaign co-financing requirements for campaigns for Initial Self-Financing countries, contingent on updated resource implications (current estimate is approximately US\$ 7-8 million)

Decision 11: Country Vaccine Budgets (1/2)

The Gavi Alliance Board:

- a) **Approved** the establishment of Country Vaccine Budgets (CVB) for the Gavi 6.0 strategic period as set out in Doc 05b;
- b) **Approved** the approach to guaranteed programmes in CVB as set out in Doc 05b, including the inclusion of the following vaccines as guaranteed: Pentavalent, Inactivated Polio Vaccine or Hexavalent; Rotavirus; Hepatitis B birth dose; Yellow fever (routine), Measles/Measles Rubella (Routine, Catch up & follow up campaigns); Pneumococcal Conjugate (routine and catch up) and Human Papillomavirus (including Multi-Age Cohorts);
- c) **Approved** the use of the under-five mortality inversely scaled by Gross National Income (GNI) per capita as the allocation methodology for distributing discretionary funding within the Country Vaccine Budgets;
- d) **Approved** the introduction of a “floor” for discretionary funding for Initial self financing (ISF) countries covering the forecasted cost of existing immunisation programmes, as well as malaria scale up and new introductions in up to 70% of moderate-high transmission areas;

Decision 11: Country Vaccine Budgets (2/2)

- e) **Approved** the introduction of a “cap”- a maximum allocation per country, calculated at the level of introducing all vaccines that the country is eligible for;
- f) **Noted** the ability of the Secretariat to adjust the initial discretionary allocations, including for setting a lower ceiling where absorptive capacity for new introductions is limited, and to redistribute the funding freed up to increase other countries’ discretionary allocations according to the principles of CVB; and
- g) **Noted** the transition period available for Malaria countries that are already implementing above 70%, with 2026 as a grace period (no changes to scope), and a proportional reduction over the next 2 years (i.e., 2027 and 2028) from 85% to 70%.

Decision 12: Country Programmes: Nigeria, Papua New Guinea and Venezuela

The Gavi Alliance Board:

- a) **Approved** that Nigeria sunsets its bespoke strategy on 31 December 2025 and returns to the preparatory transition phase from 01 January 2026, in full alignment with the ELTRACO policy;
- b) **Approved** that Papua New Guinea has a phased sunseting of its bespoke strategy whereby on 01 January 2026 it will be recognised as a Small Island Developing State (SIDS) which partly will apply for its vaccine portfolio, however, it will maintain its current cash allocation to the initial end date of the bespoke strategy 31 December 2027. This grandfathering arrangement is a blend of the bespoke strategy and the new classification (SIDS), hereby termed the hybrid ELTRACO policy application;
- c) **Approved** that the Gavi Secretariat leverages the WHO EPI review and the Gavi programmatic and financial audit instead of an external review of PNG's strategy; and
- d) **Approved** Venezuela as eligible to receive Gavi support under the Catalytic Phase.

Decision 13: Ukraine Fragility Support

The Gavi Alliance Board:

Approved an exceptional extension of up to US\$ 10 million of fragility support to Ukraine's immunisation programme until 30 June 2026, in view of the ongoing active war and impact on Ukraine's health system. This support will be funded through the Gavi Resilience Mechanism. The Secretariat will provide an update to the Board at its March 2026 Board retreat.

Decision 14: Gavi Support for 9-Valent Human Papillomavirus (HPV) Vaccine

The Gavi Alliance Board:

Approved the inclusion of higher valency HPV vaccines (such as HPV9) on Gavi's product menu, subject to a second manufacturer's dossier being accepted for WHO Prequalification review (currently anticipated in 2026), in line with the market condition agreed by Alliance Partners, and Product Portfolio Management principles being met.

Decision 15: African Vaccine Manufacturing Accelerator

The Gavi Alliance Board:

Approved the amendments to the key terms of the African Vaccine Manufacturing Accelerator as set out in Annex A to Doc 10 to add tuberculosis, mpox and respiratory syncytial virus (RSV) to the list of Priority Vaccines.

Decision 16: Ethics, Risk and Compliance Office

The Gavi Alliance Board:

- a) **Approved** the 2025 Annual Risk and Assurance Report attached as Annex A to Doc 11; and
- b) **Approved** the Code of Ethics and Conduct for Governance Officials attached as Annex B to Doc 11.

Decision 17: Fiduciary Risk Assurance and Financial Management Capacity Building

The Gavi Alliance Board:

- a) **Approved** the approach as set forth in Annex A to Doc 12 to strengthen fiduciary risk assurance and financial management capacity building of Gavi grants during the Gavi 6.0 period; and
- b) **Approved** the associated investment of US\$ 110 million for 2026-2030.

Thank you