CEPI | New vaccines for a safer world

Coalition for Epidemic Preparedness Innovations

CEPI Interim Board meeting
February 27, 2017
Oslo, Norway

SUMMARY FROM BOARD PROCEEDINGS (CEPI/B3)

On February 27, 2017 proceedings of the Interim Board of directors of the Coalition for Epidemic Preparedness Innovations (CEPI) were held by way of physical meeting at the Soria Moria Hotel in Oslo. K. VijayRaghavan chaired items 1-11, whilst Peter Piot chaired items 12-15.

The following participated:

CEPI Interim Board members

Attending in person

- Arnaud Bernaert
- Eduardo de Azeredo Costa
- Jeffrey Mphahlele
- Joachim Klein
- Joanne Liu
- John-Arne Røttingen (observer)
- K. VijayRaghavan (chair)
- Laura Efros (delegate)
- Lydia Ogden (delegate)
- Margaret Peggy Hamburg (observer)
- Marie-Paule Kieny (observer)
- Mark Feinberg (observer)
- Moncef Slaoui
- Nancy Lee (delegate)
- Naoko Yamamoto (delegate)
- Nora Dellepiane (delegate)
- Peter Piot (Vice Chair)
- Stephen Kennedy (delegate)
- Ruxandra Draghia-Akli
- Tore Godal
- Trevor Mundel
- Victor Dzau

Participating on the phone

- Christopher Whitty
- Jane Halton

Board members elect participation

- George Korch

Observers

Secretariat

- CEPI Secretariat

Other observers

- Alka Sharma
- Chris Strutt
- Collin Weinberger
- Detlef Böcking
- Gagandeep Kang
- Hiroyuki Yamaya (delegate)
- Samia Saad
- Tim Evans

Observers on the phone

- Alex McLaughlin

Apologies

- Jeremy Farrar
- Yifru Berhan

A majority of the initial Interim Board members participated and all of the Interim Board members elect had been given the opportunity to participate in the Board proceedings. The participating Interim Board members thus constituted a quorum. None of the Interim Board members had objections to the manner of proceedings, the notice, or the agenda.

The following matters were on the agenda:

1 Opening of 3rd CEPI Board Meeting

Conflict of interest:

Vijay Raghavan opened the Board meeting and presented the stated Conflict of Interests received from Board members (including alternate Board members) prior to the meeting.

Decisions:

The Interim CEPI Board endorsed the extension of the Interim Board with the following members:

- George Korch

The Board was also informed of the following changes:

- Nicole Lurie is leaving the CEPI Board.

2 Recruitment CEO

Nancy Lee informed the Board about the CEPI CEO recruitment process.

Decision:

The Interim CEPI Board decided unanimously to offer the position of permanent CEO of CEPI to Dr Richard Hatchett and to establish a standing CEPI Board Remuneration and Human Resources Committee consisting of the Chair, Vice Chair, and three board members.

3 CEPI Policy for Managing Conflict of Interest

John-Arne Røttingen presented the updated Policy for Managing Conflict of Interest and invited the CEPI Interim Board to endorse this policy.

Decision:

- The Board endorses the Policy for Managing Conflict of Interest, given the incorporation of a six months quarantine period after leaving positions with conflict of interest

Points discussed under this item:

- In order to have a sufficient level of expertise, CEPI needs to be flexible in call-specific Conflicts of Interest. Exceptions to the policy for Managing Conflict of Interest however, should require a Board decision
- Open discussions with the entire Board are preferred instead of silent approvals

- CEPI should be proud of having developed an exceptional policy on equitable access, shared risks/shared benefits and management of intellectual property, including addressing key issues around pricing and transparency
- Although there was broad approval on the new policies, there were some opposing views on pricing in terms of what direction different Board members would have liked to see the final version. Specifically, one Board Member expressed a strong preference for not treating middle-income countries as a homogenous group, given their differences in ability to pay. As such, a number of Board members proposed revisiting the policy once there is sufficient experience with it, to assess whether it ensures that CEPI strikes the right balance between providing incentives for companies and providing access to populations in need.

4 CEPI Scientific Meeting: Vaccines against Emerging Infections

Johan Holst updated the group on the CEPI Scientific Community meeting in Paris on 21 and 22 February, organized in collaboration with INSERM. High quality speakers combined with highly motivated and interested participants made the conference a great success. Approximately 200 people participated both days.

Points discussed under this item:

- There is a lot of attention and enthusiasm for CEPI at the moment. It would be important to use this momentum and deliver.
- For future conferences, special attention should be given to ensuring an appropriate level of attendance from low- and middle income countries.

Two key conferences in West-Africa in 2017 (Guinea in May and Ghana in August) could help to ensure CEPI is better anchored in West-Africa.

5 CEPI permanent governance arrangements

John-Arne Røttingen presented the plans for the permanent governance arrangements to the Board. The plans are based on previous feedback from the Board, and the application for the permanent CEPI Secretariat handed in by Wellcome Trust, and the Governments of India and Norway.

Suggestions included:

- A proposal to reduce the size of the CEPI Board and to establish constituencies in order to ensure representability
- That two SAC members together with the Secretariat should analyze the needs for the SAC and present a concrete proposal to the Board at the next meeting
- Limiting the size of the JCG to 30 members, with organizations being represented in part on a permanent basis, and in part on a rotational basis.

Decision:

- The CEPI CEO, supported by the Secretariat and external consultants, as needed, will prepare options for permanent government structures to be presented during a one-day retreat in conjunction with the next Board meeting.

- The current SAC shall be extended until the end of 2017.

Points discussed under this item:

- Broad agreement on the necessity to revise the current governance arrangements, with special attention to the permanent Board. Two proposals were especially discussed; i) a smaller board with a rotational mechanism through constituencies and ii) a larger board in combination with an executive committee.
- Irrespectively of organizational set-up, attention should be given to keeping the decision-making bodies lean and efficient, focusing on strategic and executive issues. As such, necessary supporting functions and mandates has to be put in place to ensure the appropriate level of delegation of authority. Many Board members also spoke in favour of having a *governing*- rather than an executive Board.
- Not all competencies can be represented by Board members, they need to draw on competencies in their institutions.
- Working through constituencies can work well, industry has demonstrated that in this period. If a rotational mechanism for Board members is implemented, both Norway and Wellcome Trust are prepared to step down in order to create a leaner Board.
- Considering that CEPI is still in its early phases, it is expected that future large investors would foresee a seat at the Board. One Board member also voiced his/her views on that Board membership should not be tied to financial contributions.
- In order for CEPI to draw on the necessary expertise and solidify its broad-based partnership model, it might be worthwhile not to pre-empt a fast transition into a smaller reconstituted Board.
- On the Scientific Advisory Committee, Conflict of Interest remains as an issue to be fully resolved. The Secretariat should also take a more active role in coming up with clear preparations and options to the SAC.
- When establishing new working groups, there has to be a clear and identified need for them, and mechanisms in place to make them time-bound.

6 Update from SAC

Mark Feinberg updated the interim CEPI Board on the Scientific Advisory Committee. The SAC has had two face-to-face meetings, one in October 2016 and one in February 2017. In addition, there have been three teleconferences and several individual consultations between SAC members and the Secretariat on various issues.

The SAC's achievements include the prioritization of the WHO shortlist of their priority pathogens to Lassa, Nipah and Middle Eastern Respiratory Syndrome to support the first Call for Proposals (CfP) as well as supporting the development of the rationale of the first CfP.

Future SAC meetings are planned for 10-11 May and 21-22 August.

Points discussed under this item:

- Some Board members spoke in favour of revisiting Chikungunya again.
- The Board sought more clarity from the SAC on whether technology platform proposals submitted to the first CfP are allowed to be submitted for the upcoming platform technology call as well.

7 Call for Proposals – Status CfP Nipah, Lassa, MERS

Frederik Kristensen presented the current status of the CfP for Nipah, Lassa and MERS-CoV. SAC developed a set of "rules of thumb" to facilitate the secretariat's screening and suggest categorization of the proposals prior to SAC discussion in its May meeting about which proposals to invite to submit full proposals in step 2. Both non-conflicted SAC members and independent experts will have access to all applications.

Points discussed under this item:

- Independent experts will be invited to the SAC meeting in May
- Quality of the independent experts will be critical for the review process.
- Different views were raised on economic compensation of external experts; some spoke in favour of omitting compensation altogether, whilst others recommended to raise the compensation.

8 Call for Proposals – Discussion CfP Platforms

Gunnstein Norheim presented considerations that relate to a Call for Proposals to support the vaccine development activities for technologies that enable rapid vaccine development and licensing of vaccines developed in response to newly emerging pathogens. The CEPI Secretariat is developing a Call for Proposals for platform technologies in collaboration with colleagues from the Bill and Melinda Gates Foundation and other interested parties.

Decision:

- CEPI CEO to continue development of such a Call for Proposals.

Points discussed under this item:

- The scope of the current call, and its alignment with future calls to be clarified. CEPI CEO to explore possibilities.
- Promising technology platform proposals handed in for the first CfP may be invited to submit full proposals and/or to submit proposals under the CfP for Platforms.
- First deliverable of CEPI will most likely be to finish the job on developing an Ebola vaccine
- The role of the SAC is to give technical advice. This advice should be presented to the Board through the CEO. The SAC should provide clear guidance and definitions: what is the meaning of "feasibility", "proven track record" etc.
- New CEO should look at options for acceleration of the CfP Platforms.
- The initiation of Calls and their associated timeline should be aligned with CEPI's available funding at any given point in time. To facilitate such strategic considerations, the Secretariat should do a mapping and costing exercise to present different scenarios to the Board.

9 Update on JCG and Partners Forum

Peggy Hamburg updated the Board on the Joint Coordination Group, Working Groups and the Partners Forum.

Outside of annual JCG meetings, the Secretariat seeks to engage members through Working Groups. The Secretariat is initiating one Working Group on Procurement and stockpiling chaired by Gavi, and is exploring the possibility of setting up another two on: i) Securing coordination of preclinical pipeline, and ii) Biological Standards and Assays.

The Secretariat has taken forward the CEPI Partners Forum. The Partners Forum was launched to have a broad platform for a wider range of stakeholders to engage with CEPI than what the other governing bodies allow for. Around 40 organizations have currently signed up, thereby endorsing CEPI's mission.

Points discussed under this item:

- The Partners' Statement provides the necessary framework for membership at a small administrative cost. MoUs will not be used for other purposes than specific collaborations with organizations that have similar deliverables.
- When deciding to initiate new Working Groups, a proper mapping should be done in order not to duplicate efforts, including that of Glopid-R.

10 Resource Mobilization Update

Tore Godal updated the Board on the resource mobilization activities that have taken place, and what is planned for the next stage.

Investments of $540 mill have been pledged to CEPI, with an additional pledge of a co-funding window of up to USD 250 million from the European Commission.

The overall RM strategy should be placed in the context of current global agendas, including that of G20, health security, SDGs, R&D capacity and innovation and commercial enterprise development. Ongoing and planned workstreams will be focused around upcoming global events, and established relationships between CEPI, current investors and partners of CEPI, and prospective contributors to CEPI.

Points discussed under this item:

- Board members and current investors are encouraged to take an active role in bringing new funders to CEPI.

11 Fund Holder Arrangements

Tim Evans presented an indicative overview of what the general terms of a Financial Intermediary Fund (FiF) at the World Bank for CEPI purposes would look like. The FiF is a fund-management instrument that has been utilized for a number of international organizations previously. The services provided under FIFs differ depending on the specific agreements that are made, but may vary from basic liquidity management to additional services, like frontloading options. The governance of the FIF, including its allocation of funds, will be placed with the delegated governing body – in this case the CEPI Board. Any earnings from the World Bank's management of the FIF will be credited back to the CEPI fund.

Decision:

- The Board requested the World Bank to start the process of establishing a Financial Intermediary Fund (FIF) for CEPI, based on the outline of the document that was presented.

- The Board mandated the Secretariat to enter into further discussions on the details of the terms, including by leveraging the financial and legal expertise of existing funding Partners. The Secretariat shall in turn keep the Board updated on the progress of the discussions, and will request a formal Board decision in advance of the Board meeting in July, if such is deemed necessary during the process.

Points discussed under this item:

- The costs of a FIF are considered very moderate, but will increase subject to the range of services that are agreed upon.
- In addition to the fund-management, placing a CEPI fund at the World Bank may open for synergies with other World Bank programs that might otherwise not have been as easily leveraged.
- It is expected that the World Bank decision of whether to establish the FIF at the Bank will be made by the time the CEPI Board meets in Berlin in mid-July. Subject to the Bank's

Board approval, the FIF could be established by mid-September 2017, and preferably even earlier.

12 CEPI Secretariat Interim Arrangements

John-Arne Røttingen presented a plan for the CEPI Secretariat interim arrangements. John-Arne Røttingen will still work 15% as CEPI CEO until the new CEO is ready to start. Meanwhile, Frederik Kristensen will act as deputy CEO.

The newly appointed CEPI CEO will spend most of his time in Oslo from late April until summer this year, and will then be based in London for the next two years, spending about 50% of his time in Oslo.

The CEPI CEO will work on a budget envelope for 2017 and predictions for 2018. Wellcome Trust and the government of Norway have paid most of 2016, whilst the Bill & Melinda Gates Foundation and Wellcome Trust will pay most of 2017.

The CEPI Secretariat now has three nodes, one in Norway, one in India and one in the UK. The World Economic Forum is now taking a less active role in the day-to-day activities, but will now sign a MoU with CEPI to specify future collaboration. The CEPI CEO is invited to make adjustments to the functional diagram.

13 2017 Board meetings

- The fourth CEPI interim Board meeting will take place mid-July in Berlin, Germany and will focus on the permanent governance and secretariat arrangements as well as financial envelopes for the calls for proposals.
- The fifth CEPI Interim Board meeting will take place in September, venue to be defined, and will focus on investment decisions on proposals submitted for the CfP Nipah, Lassa and MERS.
- The first CEPI PERMANENT BOARD meeting will take place in November in Japan and will focus on platform technologies.

14 Ebola update (for discussion)

Mark Feinberg updated the Board on the progress and status of the work on the Board decisions from December 2016 on finishing the job on developing an Ebola vaccine.

Following the Board decision in December 2016 to facilitate a dialogue and action plan on regulatory science gaps for Ebola vaccines, the CEPI Secretariat, with active participation of FDA, EMA, WHO, EC and BARDA is organizing a meeting on "Regulatory science challenges in understanding vaccine based protection against Ebola" in Washington on 22 March. This meeting aims to clarify the current gaps in scientific knowledge to make approval of Ebola vaccines possible, and initiating a process to allow regulators and Ebola vaccine developers discuss these issues and arrive at a joint action plan.

The identified gaps will then inform the scope of a separate call for proposals

Points discussed under this item:

- Importance of finishing the job on Ebola, as this has driven the urgency for CEPI
- The output of the meeting in Washington will inform the scope of the call for proposals.
- The Ebola CfP will be organized in collaboration with the EC.

15 Closing remarks

Moncef Slaoui and Marie-Paule Kieny informed the CEPI interim Board that this will be their last CEPI Board meeting and was thanked by the meeting Chair for their support and contribution to CEPI.