

## CEPI Permanent Board Meeting 7-8 March, 2018, Addis Ababa

### Board members

#### Independent

- David Reddy
- Gagandeep Kang
- Jane Halton, (Chair)
- Joanne Liu
- John Nkengasong
- Rajeev Venkayya

#### Investor

- Joachim Klein, *Germany*
- Tore Godal, *Norway*
- Toru Kajiwara (Delegate), *Japan*
- Trevor Mundel (9 March), *Bill and Melinda Gates Foundation, philanthropy seat*

### Non-voting members

- Richard Hatchett, *CEPI CEO*
- Mike Ryan, *WHO (delegate)*

### Apologies

- Awa Coll-Seck (Independent Board member)
- Helen Rees (SAC Chair - observer)
- Peggy Hamburg (JCG Chair - observer)
- Peter Piot (Independent Board member)
- Tim Evans (World Bank - observer)

### Observers

#### Investors council

- Kjetil Leon Bordvik (Delegate), *Norway*
- Freya Hopper, *Wellcome Trust*
- Charlie Weller, *Wellcome Trust*
- Samia Saad, *Bill and Melinda Gates Foundation*
- Anita Zaidi (9 March), *Bill and Melinda Gates Foundation*

#### Ministry of Health in Ethiopia

- Ebba Abate, *Ethiopian Public Health Institute*
- Taye Tolera (8 March), *Armauer Hansen Research Institute*

#### Others

- Tommy Romskaug, *Ernst & Young (Auditor)*
- Solomon Zewdu (9 March morning), *Bill and Melinda Gates Foundation*

### CEPI Secretariat

- Dawn O'Connell
- Frederik Kristensen
- Gunnstein Norheim (8 March)
- Joe Simmonds-Issler
- Melanie Saville
- Ole Kristian Aars
- Per Etholm
- Rachel Grant
- Sabrina Kriegner
- Solomon Abebe Yimer

## Opening of the meeting

Jane Halton opened the meeting and noted the importance of hosting the first meeting of CEPI's new, permanent board in Ethiopia. She introduced the Minister of Health, Yifru Berhan. The Minister of Health welcomed the board to Ethiopia, and confirmed that Ethiopia would join the Investors Council by making a financial contribution to CEPI's common pool.

### 1. Introductions

All attendees introduced themselves, and any conflicts of interests were asked to be stated. Board members were requested to proactively declare interests as they arise.

### 2. CEPI's background and history

Richard Hatchett gave an overview of CEPI. In discussion the following key points were made:

- Developing vaccines and ensuring timely access to them are CEPI's two central tenets.
- CEPI's funding and facilitation activities span different stages of vaccine development.
- It is critical that CEPI is very clear on its role in the ecosystem, alongside other organisations.
- The response to the Lassa epidemic in Nigeria offered an opportunity to lay the groundwork for future clinical trials of Lassa vaccines.

**Resolution:** The Secretariat will return to the Board in October with an updated business plan which will articulate CEPI's role within the ecosystem and how it relates to other organisations.

### 3. Scientific environment

Gunnstein Norheim gave a presentation on how scientific expertise is drawn on, contributes to, and underpins CEPI's work. In discussion the following key points were made:

- The Secretariat should leverage the expertise and activities of the SAC and others in the wider coalition.
- CEPI should look to be at the forefront of vaccine science and technologies
- CEPI will work principally with biotechs. Most of these partners will not have not brought products to market before, and may require substantial technical and regulatory assistance.
- The Secretariat conducted rigorous due diligence on CFP1 candidates, and is instituting stage gate reviews and Joint Management Advisory Groups to ensure robust project guidance.
- The Secretariat's current headcount makes it challenging to implement the intensive project management that U.S. biodefense programmes have required to facilitate success with similarly situated private sector partners.

**Resolution:** The Secretariat will return to the Board:

- In October with a recommendation on its optimal operating model.
- With regards to a more active epidemiology science and technology watch.

### 4. Governance and advisory bodies

Richard Hatchett presented the different parts of CEPI's governance ecosystem and the roles of each. In discussion the following key points were made:

- CEPI should stagger terms of members on the SAC. It should ensure the SAC has a wide base of expertise, and should co-opt experts as needed to support this.
- With regards to the Joint Coordination Group (JCG)
  - The JCG's first core task will be defining CEPI's role in "finishing the job" on ebola.
  - It will be critical to distinguish the role of the JCG from the Global Coordination Mechanism and International Coordinating Groups.
  - In due course CEPI may consider other specific groups joining the JCG.
- Working groups must be well-defined, time-bound, and directly support the JCG's work.

**Resolutions:**

1. The Board approved the composition of the SAC, noting advice raised in discussion.
2. All other updates were noted.

## 5. Working together as a board

Richard Hatchett presented on how CEPI's Board works and raised a number of issues for decision.

**Resolutions**

1. Cherry Kang was appointed as Vice Chair of the CEPI Board.
2. The membership of the 3 Board Committees was agreed upon.
3. CEPI will consider co-opting members for committees where required, and/or ensure it is possible for investor board members to delegate their committee membership to trusted experts.
4. Terms of Reference for the Board Committees were approved, noting changes proposed. For the EIC, levels of delegation need to be approved as part of a broader delegations policy.
5. The Secretariat will bring a policy on delegations of authority back to the Board for approval.
6. Future Board dates will be confirmed in writing.

## 6. Africa CDC presentation

John Nkengasong gave an overview of Africa CDC, noting potential areas for collaboration with CEPI.

## 7. Investment strategy

Richard Hatchett presented CEPI's investment strategy and funding allocations at current and target levels of investment. The Board discussed how through due diligence on potential partners, calls for proposals, and the raising of extra funds, the allocations may alter, and noted the update.

## 8. Call for proposals 1

Melanie Saville presented on progress made in establishing partnership agreements for CEPI's first call for proposals since the September Interim Board's decisions on the portfolio. It was noted that due diligence had been progressed with all potential partners, including site visits, and technical, financial, and legal scrutiny. It was noted that CEPI's first partnership agreement was signed with Themis on March 5, and that the Secretariat anticipates signing the others by the end of June. In discussion, the stage of development CEPI's funding progresses products to, the ability to deliver a vaccine in an outbreak, and the importance of modelling and scenario planning to determine the appropriate size of stockpiles and clinical trial design, were raised.

**Resolution:** The Secretariat will present the key facets of agreements (e.g. IP), and a more detailed understanding of investigational stockpile needs, to the Board at an appropriate point.

## 9. Call for proposals 2

Melanie Saville presented the process for CEPI's second call for proposals (on platform technologies), highlighting criteria, application process, timings, and next steps towards decision at the June Board meeting. The Board noted the update.

## 10. Capacity strengthening and Lassa

Melanie Saville gave a two-part presentation highlighting:

- CEPI's capacity strengthening activities.
- The current Lassa situation in Nigeria, drawing on information provided to WHO's Global Coordination Mechanism, and setting out the proposal CEPI had made to WHO in areas it could contribute to the response that WHO is coordinating with the Nigeria CDC.

Mike Ryan (WHO) gave an overview of the situation drawing on the role WHO has been playing in support of Nigeria CDC. During discussion the following key points and questions were raised:

- CEPI needs to be ready to respond to its target pathogens, and pathogen X.
- CEPI is one of very few if not the only organisation to prioritise Lassa.
- The outbreak offers an opportunity to demonstrate CEPI's role in the ecosystem, and to work on activities such as assay development for future vaccine development.
- Identifying correlates of protection could greatly accelerate Lassa vaccine development and licensure and progress in this area could be advanced during the current outbreak.

## 11. End to end manufacturing questions for CFP1 vaccines

Trevor Mundel led a discussion on the need for CEPI to take steps to ensure that its products can be manufactured and maintained in a sustainable way, exploring whether there are manufacturing technologies which could support this in a cost-effective fashion.

**Resolution:** CEPI's CMC experts should work with the Gates Foundation to explore these matters in greater depth.

## 12. Resource mobilisation

Frederik Kristensen presented on CEPI's resource mobilisation (RM) activities and plans going forward, and recent activities and discussions with potential donors. The Board noted the update and provided guidance. An updated RM strategy will be presented to the October Board.

## 13. Communications and advocacy

Rachel Grant presented CEPI's communications and advocacy approach. The approach spans the next three years and is focused on supporting wider organisational goals to help build institutional stability. Specific priorities are building capacity and capability, establishing CEPI's 'voice', articulating a clear narrative and raising profile in a thoughtful and appropriate way. During discussion it was noted that, whilst CEPI needs to raise its profile, it must avoid 'over promising';

CEPI must also seek to differentiate itself whilst making clear its value is derived from working with others. The Board noted the update.

## 14. Finance overview

Per Etholm presented CEPI's 2018 budget. The Board noted the update and the budget will be revisited in June 2018 when CFP1 contracts are signed which will allow for greater accuracy.

Per Etholm gave an overview of the status of payments from different investors, and CEPI's funding flow process. The Board noted the update.

Per Etholm gave an update with regards to CEPI's hedging strategy and current thinking. The Board noted the update.

## 15. Annual Report

Per Etholm presented the annual account and annual report. Tommy Romskaug from EY and Young (EY) presented the findings of EY's audit on CEPI. He noted excellent cooperation from management, that EY was presenting an unqualified Audit Statement, and that EY was happy to encourage the Board to sign off the annual report and financials.

### **Resolution:**

1. The Secretariat will respond to the recommendations in the audit and report to the Audit and Risk Committee on progress.
2. The Board approved and signed the Annual report, and recommended approval to the Annual Members meeting.
3. The unqualified Audit Report was issued by EY to CEPI's board.

## 16. Risk Management

Richard Hatchett presented CEPI's risk register and the identified mitigation actions.

**Resolution:** Secretariat to report to the October board. The Secretariat will operationalise the risk framework, including how it feeds into management decisions and staff oversight. This will be discussed in detail with the Audit and Risk Committee as required.

## 17. Policies and procedures

Frederik Kristensen gave an overview of CEPI's approach to policies and procedures. He highlighted the present set of access policies, which were approved in February 2017, with a commitment to be reviewed after 12 months. Frederik noted that they would be updated through a consultative process, with the premise that CEPI remains fundamentally committed to the principle of equitable access. During discussion, board members provided guidance for the review.

**Resolution:** the updated access policy will come to the October Board for decision.

## Closing remarks

Jane Halton noted that CEPI's first permanent board meeting was a major milestone which had been reached because of the extensive contributions of the Interim Board and wider coalition. Richard Hatchett expressed his gratitude to the Interim Board, to new board members for joining the effort, and to the Secretariat for its hard work.

The meeting closed. The next Board meeting will be a teleconference on 21 June 2018.