



Position Specification

Gavi, the Vaccine Alliance

Chief Operating Officer

Private and Confidential

Gavi is at the heart of the world's response to the most pressing global public health issues. From the response to COVID-19, to targeting immunisation at the millions of children who currently miss out, to maintaining stockpiles to protect the world from infectious disease outbreaks, it is a critical partner. The complexity of Gavi's work has increased considerably, not least through its role in co-leading the COVAX initiative, the unprecedented global initiative to provide equitable access to COVID-19 vaccines. Gavi has also grown dramatically in recent years, from a \$10bn fund to \$21bn. To ensure that its operational excellence keeps pace with this change, Gavi is looking to appoint a Chief Operating Officer.

Our Client

Gavi, the Vaccine Alliance is a public-private partnership committed to save lives and protect people's health by increasing equitable and sustainable use of vaccines. The Vaccine Alliance brings together developing country and donor governments, the World Health Organisation, UNICEF, the World Bank, the vaccine industry, technical agencies, civil society, the Bill & Melinda Gates Foundation and other private sector partners. Gavi uses innovative finance mechanisms, including co-financing by recipient countries, to secure sustainable funding and adequate supply of quality vaccines.

This specification should be read in conjunction with Gavi's website at: <http://www.gavi.org/>

Since 2000, Gavi has contributed to the immunisation of nearly a billion children and the prevention of more than 15 million future deaths. It has introduced over 500 new vaccines in 73 developing countries, reducing vaccine preventable diseases by 70% and contributing to a >50% reduction in under five child mortality. Building upon this progress, reputation for results and high donor confidence, Gavi has set a higher ambition of leaving no one behind with immunisation in its new strategic cycle of 2021-2025. The organisation exceeded its replenishment target at the Global Vaccine Summit, hosted by the UK, in June 2020 and secured more than more than \$8.8 billion in new donor pledges, bringing funds available for the new period to \$10.3 billion. The funding will help immunize 300 million more children in the world's poorest countries against diseases like measles, pneumococcal pneumonia, HPV induced cervical cancer, polio, and diphtheria and reduce the number of zero dose children by the end of 2025. It will also support health systems to withstand the impact of coronavirus and maintain the infrastructure necessary to additionally roll out COVID-19 vaccines on a global scale. With as many as 10 countries planned to be transitioning out of Gavi's financial support in this period (in addition to the 16 countries that transitioned in 2016-2020), however, ensuring that programmes are sustainable in the long-term is essential.

Gavi's business model combines excellence from both the private and public sectors and a commitment to running a lean organisation that makes a measurable impact upon global health, including the long-term strengthening of health systems. Gavi builds on public sector expertise in health and development, with the acumen of private sector individuals and organisations. The Alliance brings together developed country donors, implementing governments, civil society organisations, research and technical institutes, and vaccine producers with the World Health Organisation, UNICEF, and the World Bank, the Center for Disease Control and Prevention (CDC), private philanthropists and international financiers to find ways to fund and support immunisation in the world's poorest countries and advance the UN Sustainable Development Goals. Making the reach of immunisation near universal and thus foundational to the new SDG vision of Universal Health Coverage would be a key focus moving forward.

Working as an alliance, Gavi achieves objectives in support of its mission that no single agency or group alone could realize. These include cooperating to accelerate access to underused and new vaccines;

programming approaches to international development aid; strengthening national health and immunisation systems; and introducing innovative immunisation technology. By pooling demand for vaccines from the world's poorest countries, securing long-term funding and shaping vaccine markets, Gavi are accelerating access to life-saving vaccines in the countries that need them the most.

Gavi 5.0

Gavi has begun implementation of a strategy for the 2021-2025 period. It prioritizes reaching those 10% of children who do not receive even a single dose of the most basic vaccines and account for nearly half of vaccine preventable deaths in Gavi supported countries. By 2025, it will have broadened Gavi's scope to offer vaccines for at least 18 infectious diseases. It will strengthen health systems to increase equity in immunisation. It will improve the sustainability of immunisation programs and work towards increased domestic resource mobilization. It will also continue to broaden its market-shaping work, to ensure uninterrupted supply of quality vaccines at affordable prices. Gavi needs to ensure that it continues to be an innovator in global public health, contributing to lasting improvement in health outcomes for people in low- and middle-income countries across the world. It will do this with the support of a wide array of partners, both in enhancing the supply and procurement of vaccines, immunisation products and diagnostic tools, and in supporting delivery innovations in countries. For more information on Gavi 5.0, please read visit Gavi's website here: <https://www.gavi.org/our-alliance/strategy/phase-5-2021-2025>

COVAX

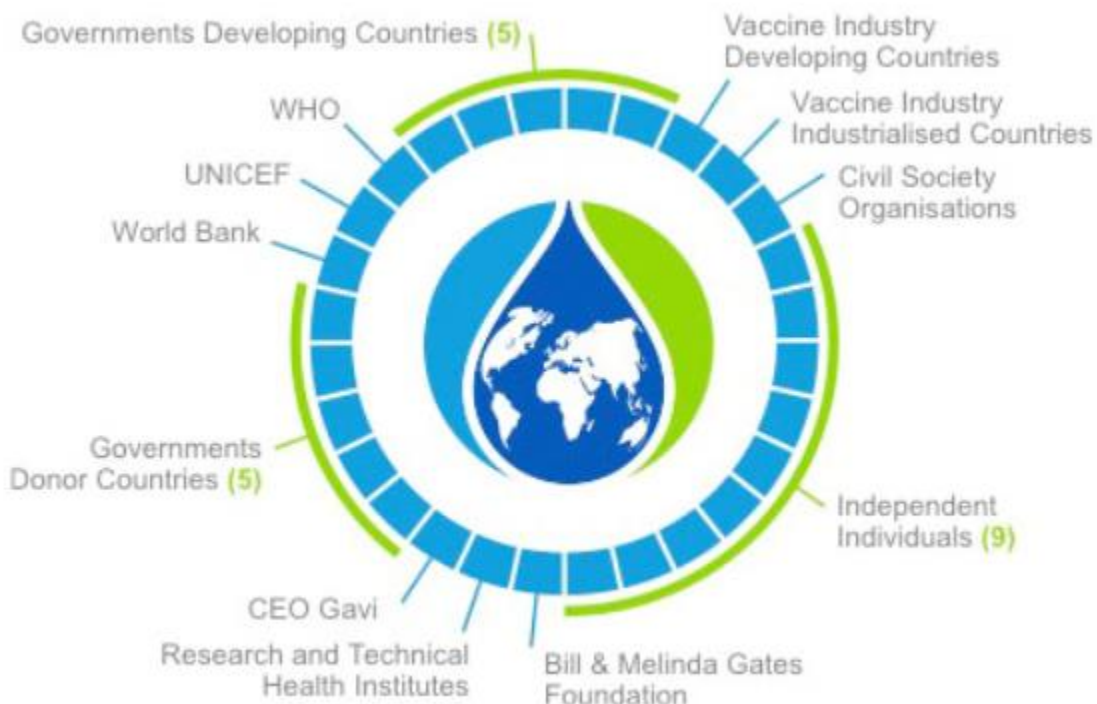
Gavi is playing a crucial role in the response to the pandemic. Gavi is co-leading COVAX, the vaccines pillar of the Access to COVID-19 Tools (ACT) Accelerator with CEPI, UNICEF and WHO. Covax is made up of 193 countries consisting of >90% of the world's population. This involves coordinating the COVAX Facility, a global risk-sharing mechanism for pooled procurement and equitable distribution of eventual COVID-19 vaccines. Gavi has successfully raised \$9.7B for vaccines and \$775M for delivery of new resources in the last year to support procurement, supply and delivery of Covid-19 vaccines in 92 countries. Starting in 2022, COVAX will be progressively integrated into Gavi's core mission and operations.

For more information on COVAX, please visit their website at: <https://www.gavi.org/covax-facility#what>

The Gavi Governance Structure

Originally hosted by UNICEF at its launch in 2000, Gavi became a Swiss foundation in 2009 and has been granted international institution status in Switzerland with special privileges and immunities. The reorganised governance structure combines attributes of public sector and corporate governance systems. The board, comprising 28 members from governments, partner organisations, civil society organisations and the private sector, is chaired by José Manuel Barroso, Chair, Goldman-Sachs International, and former Prime Minister of Portugal and former President of the European Commission.

The Gavi governing board composition:



Note - UNICEF, WHO and the Bill & Melinda Gates Foundation hold permanent seats, while representatives of other Gavi Partners serve on a time-limited basis.

More information on the Gavi governing board's function and composition can be found here: <https://www.gavi.org/about/governance/gavi-board/>

The Gavi Secretariat

The Secretariat is a knowledge-based global strategic health/development partnership comprised of approximately 350 staff (with an additional around 150 temporary staff for COVAX). It is responsible for raising funds, stewardship of resources, managing the operations of the Gavi Alliance, strategy and policy development; advocacy at global and country level; program planning and delivery as well as monitoring and evaluation; approving and disbursing funds; collaboration and coordination with other global health agencies; legal and financial management; and support and administration of the Gavi Board and Committees. Offices are located in Geneva and Washington DC. The Secretariat is led by the CEO, Dr Seth Berkley and the Deputy CEO, Anuradha Gupta. Given the unprecedented speed and scale of the COVAX facility, working with more than 100 self-financing countries in addition to lower income countries, COVAX has been managed somewhat separately, but starting in 2022, it will be important to integrate the COVAX Facility back into Gavi. The expansion of the organisation has been accompanied by an increase in human resources and an emphasis on a diverse and flexible workforce, as well as a productive and positive workplace. A culture that supports learning, innovation and inclusion is a major priority.

The Role

Gavi has been through a period of rapid and highly successful growth and change. The new Chief Operating Officer (COO) will ensure that Gavi is a leader in operational excellence and continues to deliver results, whilst successfully managing the extraordinary growth and complexity of its operations. The COO will be part of the Executive Office, a member of the Senior Management Team and report to DCEO and CEO.

This person will guide the development and optimisation of organisational design, structure, culture, business processes, and operational effectiveness, and help propel Gavi to the next level of its evolution. The Chief Operating Officer will ensure that business processes, secretariat operations and staff performance are bolstered as Gavi embarks on a highly ambitious strategy for 2021-25 and co-leads COVAX, an unprecedented global initiative to provide equitable access to COVID-19 vaccines. S/he will also ensure the enhancement of organisational capability and guide its ongoing transformation to meet the demands of Gavi 5.0 and COVAX. S/he will bring a profound understanding of the leadership required to strengthen Gavi's people, culture, governance, risk management, and operational effectiveness. S/he will bring experience of the development sector, gained at a senior level, in addition to insights from across a range of sectors, including best practice in the private sector.

The current Chief Executive will complete his term of appointment in 2023 and the Deputy CEO is due to retire in the same year. The COO will provide crucial leadership continuity in the Executive Office through the period of transition to their successors.

The Chief Operating Officer will be responsible for:

- Progressive integration of the COVAX facility and its activities within the Gavi Secretariat and its operating model;
- Ensuring that Gavi is a leader in innovative policies, practices and processes relating to people, culture, technology, and operational excellence;
- Optimising the organisational structure to deliver on strategic goals of Gavi; set and achieve ambitious standards for performance, improvement, and efficiency, in service of the needs of colleagues and the fulfilment of Gavi's mission, at a time of significant change;
- A corporate culture which embraces Change, Innovation, Diversity, Equity, Inclusion and Belonging, and cultivates a caring, learning environment, an empowered workforce, and positions Gavi as an employer of choice;
- Enhancing organisational effectiveness through co-creating new solutions and change management including, but not limited to, acquisition of new talent from around the globe for rapidly evolving business needs, investing in people and leadership development, stabilising COVAX staffing and bolstering risk assurance and management commensurate with the complexity of COVAX;
- The development and delivery of change initiatives across the secretariat, with a passion for the development of operations and people, and a sophisticated understanding of technologies, systems, risk, and processes;
- Ensuring that change initiatives clearly serve Gavi's mission, deliver maximum value for the right cost, with the minimum operational risk;

- Enhance synergistic performance of corporate functions and operations to develop a supportive, secure and positive climate for employees, consultants and service providers;
- Effective implementation of the next phase of Organisational Review focussing on cultural transformation including clearly defining roles, responsibilities and interfaces between teams;
- Establish clear, consistent organisational policies and procedures that improve effectiveness, efficiency and accountability, and drive value;
- Establish systems, policies and processes that enable risk-aware and effective management and optimisation of relationships with the Board and its committees, key stakeholders, partners, and suppliers or vendors;
- Ensure Gavi has the relevant governance, corporate policies, and operating frameworks to meet the organisation's legal requirements and ensure relevant corrective action to protect brand, reputation, and business security, working with the appropriate colleagues;
- Serve as a member of the Executive Office, willing and able to drive the development and effectiveness of the Gavi Leadership Team.

Candidate Profile

The Chief Operating Officer will be someone of unimpeachable personal integrity.

Key Experience, Knowledge, and Technical Skills

The ideal candidate will possess the following:

- Previous experience designing organisations, leading corporate operations and transforming business processes in a large, complex organisation, with an international footprint;
- Proven experience of fostering a nimble, empowered, results-oriented and collaborative working environment;
- Experience of creating, nurturing and leading multi-disciplinary teams and managing operating budgets;
- Practice-based understanding of enterprise transformation and leadership of effective corporate functions;
- Aptitude in designing corporate policies and operational frameworks, re-engineering business processes, driving implementation, and decision-making in lean, but complex, organisations;
- Excellent change leadership credentials, including appreciation of people, technology, risk, processes and systems, and a track record for successfully implementing transformation programmes that deliver maximum value to the organisation, on time, with minimal business risk;
- Excellent team leadership credentials, developing high performing teams, and creating a compelling vision and culture across the organisation;
- Experience of working as part of an executive top team, and of interaction at Board-level;
- Experience of thought-partnering, managing and developing a team of diverse professionals of wide-ranging experience levels;
- Sophisticated understanding of operating within a complex, multi-stakeholder governance environment.

Qualifications

- An MBA or advanced degree in finance, operations, law, technology, strategy, or HR

Languages

- Gavi operates in an English language environment, consequently fluency in spoken and written English essential;
- Ability to communicate in spoken and written French is highly desirable.

Location

- The Chief Operating Office will be based in Geneva.

Compensation & Benefits

- The role is graded at Gavi Career Step 7;
- Competitive compensation and benefits will be offered;
- For an introduction to Gavi's benefits package, please refer here: [Benefits \(gavi.org\)](https://www.gavi.org/benefits)

Competencies

Candidates will bring the following leadership competencies

Setting Strategy

- The ability to set corporate strategy to ensure alignment of structure, people, processes, systems, technology and resources;
- The inclination to seek and analyse data from a variety of sources to support decisions, monitor corporate performance, and to align others with the organisation's overall strategy;
- The capacity to use data and information to diagnose and resolve multiple, concurrent problems; a conceptual and strategic analytical capacity to understand the sometimes competing requirements of the different areas of responsibility;
- The ability to formulate appropriate, evidence driven, ambitious strategies for change, in service of the organisation's purpose;
- Nuanced appreciation of best practices in organisational design and organisational behaviour, technology, and digital transformation;
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organisation is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear corporate goals, priorities and their measurement while committing teams to improved performance; tenacious and accountable in driving results;
- Comfort with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations;
- A smart risk-taker who regularly seeks data and input from others to foresee possible threats or unintended circumstances from decisions;
- Integrity and forethought in his/her approach to making decisions;
- The ability to act in a transparent and consistent manner, while serving the best interests of the organisation;
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers;
- A hard worker, able to work well across time zones, self-motivated, and well-organised. Strong sense of ownership, obligation, and personal accountability; will assist Gavi in its movement towards a blended office/virtual environment;
- The ability to manage multiple stakeholder relationships at various stages of development, manage multiple projects, handle competing demands, follow-up on all requests and queries. Able to lead through influence, and to be decisive.

Leading Teams

- Collaborative leadership style and ability to effectively supervise and direct teams of professionals and support staff;

- Outstanding organisational and leadership abilities; strategic, results-oriented, with a strong commitment to Gavi's cause;
- The ability to identify, attract, manage, motivate and inspire the best talent, continuously upgrade the team by bringing new talent, keep the best, and manage non-performance;
- Creator of a high-performance culture that respects and celebrates diversity;
- The capacity and ability to shape a fast-paced and service-oriented organisation;
- Leads others to formulate solutions to complex problems, empowering teams to respond nimbly in a fast-changing world.
- A commitment to implementing Gavi core principles as articulated in Gavi's framework documents and/or agreements;
- A leader who is self-reflective and aware of his/her own limitations; leads by example and drives the organisation's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Demonstrated ability to work in a multi-cultural environment and establish harmonious and effective working relationships, both within and outside Gavi;
- Political sensitivity, strong oral, written and interpersonal skills, with the ability to relate and work effectively and strategically with colleagues and partners at all levels;
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, and determination;
- Encourages others to share the spotlight, and celebrates and supports the success of the team;
- Highly proficient manager of stakeholders of wide-ranging seniorities; adept builder of enduring relationships, able to work through difficulties to establish and achieve shared goals within complex environments and at pace;
- Creates valuable networks within relevant sectors and leverages these to capitalise on the latest insights and practices;
- Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organisation as a whole.

How to Apply

To apply, please send your CV, and supporting statement to responses@russellreynolds.com by 26th November 2021. Your supporting statement should succinctly highlight your motivation, experience, and skills against the requirements of the role. Please include the role title in the subject of your email.

If you have a question about the position, or your application, please contact the Russell Reynolds Team at either responses@russellreynolds.com or on PH: 020 7830 8089.

Gavi is committed to fostering a just, equitable and diverse culture free from racism and discrimination in which all staff, partners and stakeholders feel empowered, safe, and heard.