Participants: Adriansjah Azhari (AA), Fernando Lobos (FL), Lingjiang Yang (LY), Patrick Tippoo (PT), Rajinder Suri (RS), Sai Prasad (SDP), Sonia Pagliusi (SP), Tiago Rocca (TR), Wendy Huang (WH).

Meeting started at 12h03CET and adjourned at 13h23 CET

Due to technical issues it took few minutes for TR and SDP to join the meeting. Therefore, PT was requested to Chair and call the meeting to order.

PT thanked all EC members, RS and SP to join the meeting and set the tone of the meeting by explaining the rationale of the new structure of DCVMN Secretariat headed by a CEO, as a decision of the previous EC, post McKinsey research & recommendations for the five year strategy for DCVMN. He further clarified that the selection and appointment of CEO was carried out in most transparent and professional way through a structured approach by a reputed global hiring firm followed by a five member panel of DCVMN. He emphasized the fact that what is expected is a fully functioning Secretariat and fully functional CEO. PT mentioned that earlier at times EC was not able to cope up with the speed required by the secretariat. Responses needed to be prompt and sometimes EC gets delayed in responding and it is frustrating for the secretariat.

PT stated that one of the key benefits of Rajinder Suri as CEO is expected that all issues related to the day-to-day operational basis are directed through RS and he gets the mandate from the board. He invited each of the board members to express their opinion.

All the board members appreciated SP’s work during all the previous years and expressed that SP is not intended to be removed. The COVID19 pandemic has increased DCVMN’s role; there is a need of a good establishment on how to set up the secretariat in a good way. SP thanked for the opportunity of collaborating with DCVMN all these years.

RS proposed to the board with a structure comprising of the 5 members of the team, IT person, the consultants and the position of Projects and Webinars (still vacant), all divided into 5 major buckets:

Policies- Guidelines, procedures, funding, donors, legal, HR- Will be handled by RS supported by SP, LV & BH

Commercial - Strategies, Healthy industry framework, Advocacy, Business, Collaborations between members and other industry members and Academia- Will be handled by RS supported by BH and SV

Technical- Regulatory, Clinical, QMS, PV, SCM will continue to be led by the Consultants. RS would like to expedite whatever needs to be done. SP will continue to support.

Events- AGM, webinars, trainings and workshop- SP, SV and BH, and SC for the webinars. AGM will be mostly done by SV supported by SP and RS, with the participation of BH.

Execution- Administration, Surveys, Memberships, Disbursements. SP will continue to carry on with the support of the IT person and BH.

Treasury- led by FL and also supported by RS and SP.

As for the strategy, RS will lead the commercial part, which is a new bucket added, and will support the other parts as needed. Since everybody is reporting directly to RS, he takes the responsibility if something goes wrong, so he offered to be fully involved in all the activities as a support and motivation to the team. The expectations from the stakeholders (GAVI, WHO, UNICEF, CEPI) are going to skyrocket from DCVMN and the workload will increase exponentially, so expanding the Secretariat is a good idea.

There’s need of a structured appraisal system. This will help define the key result areas for each individual subdivided into KPI’s and milestones, with objectives clearly defined, so that the appraisals are objective. The mechanism will be reviewed on a yearly basis or earlier if needed.

RS proposed procedures to be followed for emails; that CEO with cc in all internal and external emails:

- All policy related mails addressed to EC/Board cc. CEO
- All treasury/finance to FL &CEO, if amounts exceed specific limit as per policy, then to full EC &CEO.
- All media related mails to President & CEO, no cc
• All legal & HR related mails addressed to Vice-President and CEO, no cc
• All administrative & Secretariat related mails addressed to CEO, no cc
• All AGM related mails addressed to SV cc. CEO and SP
• Technical related emails to be addressed to concerned responsible from Secretariat, cc. CEO, SP
• All commercial related mails to be addressed to CEO, cc. SV, BH (CEO to decide relevance and take up with Board/EC as deemed it.
• All meetings/ webinars/ training program mails to be addressed to concerned responsible cc. SP, SV, LV, TM, SC and CEO
RS emphasized that the list is indicative and not exhaustive.

PT asked all EC and SP to express their opinion on the proposed structure. SP added that despite the adverse situation of COVID pandemic and challenging times with COVID and for DCVMN network transformation, the Secretariat did cope with activities, continuation of operations, new secretariat members to implement the McKinsey proposed plan and kept all members and all the partners in 2020. SP pointed out that SC, TM and BH are very young and DCVMN is their first job, so SP has been coaching them over the last year, and still need support. SP expressed her concern for sustainability over the years. Also expressed that members should take more responsibility on the network, which is being promoted through the different Working Groups. Expert consultants should provide support but not take the leadership and represent DCVMN elsewhere, without knowledge of the members. Members should tell the secretariat what to do. RS asked SP to continue to guide young people for their job.
There were no objections to RS’s proposal.

PT pointed that the structure can be detailed and discussed with the team members and CEO and with the consultants. SP has been asked today to engage directly with the board in the presence of the CEO because of the role she has played and to be fully integrated and on board with the proposed view.
SP expressed that with the integration of the CEO she has been withdrawn from many communications, external and internal, and she is losing some track of what is going on. This was not clear to her. PT emphasized that the key is to have the support of SP to work with and through the CEO together with the board moving forward. The Board engages SP with the realization that the CEO is the person to work directly from internal and governance perspective as is the case with all organizations, however, SP will continue to be contacted with respect to specific issues.
SP confirmed she will support the board, the network members and RS. SP also suggested to share work load first in consultation and then communicate to others.

SDP mentioned that this is a starting point of a new direction for DCVMN, the board and for our membership. We have to learn to work with each other, change and grow. Last year he was concerned that DCVMN representatives had not been working together as an organization for the best interest of the organization. Some were taking their own private issues and making them organizational issues; this should be avoided. If there is an issue within the board or within the membership, it needs to be discussed internally instead of flagging them externally. SP added we should enact new hires in different parts of the world and channel them into different areas so that they become experts in those areas. Fundraising needs to be enhanced in order to increase the secretariat, RS to work with TR and FL who are working on fundraising proposal.

LY highlighted that in the current situation, so many stakeholders’ organizations that want to reach our members for information. The flow of communication needs to be guaranteed and expedited. There is a need that our secretariat is supportive to our members. RS assured LY on this count.

PT summarized that RS presented a way of working and a structure, and there was a good high level of alignment on what was presented and agreement and support in the way of working. There are some details to be sorted out to specific issues at detail level, however, this is the way in which to proceed forward. The board members agreed. Recurring meeting will take place in a monthly basis.
RS requested advise by circulation of email on the other 3 points of the agenda.

WH made a comment regarding review in 3-6 months. Not being audible due to internet issue, PT asked WH to send it by mail.

Nyon, 24th March, 2021

Notes taken by R. Suri

Patrick Tipoo
Vice-President DCVMN