

**Gavi Alliance Civil Society Constituency Charter**  
**Revised June 2016**

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## I. Introduction

Civil Society plays a major role in immunisation around the world and in the activities of the Gavi Alliance. Civil Society Organisations (CSOs) deliver a high proportion of rural health care (including immunisations) in many developing countries. Many CSOs have unique connections with communities and the population at large and are able to reach the un-reached. CSOs are also important advocates in resource mobilization at local, national and international levels. In addition, as Gavi has no structured, formal country presence, CSOs provide important feedback about the situation on the ground, informing discussions on key policy issues such as prioritization, co-financing and supply strategy.

Many CSOs are involved in a range of health and non-health activities.

The Gavi definition of CSOs includes non-government and community-based organisations, faith-based groups, professional associations and in some cases, academic institutions.

Civil Society representatives formally created the Gavi CSO Constituency in 2010. The CSO Constituency contains two major components: a *Steering Committee* (15 members plus *ex officio* members including the CSO representative and alternate representative on the Gavi Board and CSO representatives on other Gavi Board committees) and the broader *Civil Society Forum (CSF)* (open organisational membership). Supporting the activities of these components is *Communications Focal Point (CFP)*. Terms of reference for the Steering Committee, wider Forum and CFP are provided below.

Current Gavi CSO Constituency organisations range from large international and regional NGOs to local and national CSOs. The Constituency also includes a growing number of national paediatric associations and NGO consortiums as well as more technical- and service-delivery oriented agencies.

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Gavi-supported national CSO platforms for immunisation and health systems form an important foundation for the CSO Constituency. All country-level platforms are members of the Gavi Civil Society Forum.

Gavi recognizes that CSOs are critical partners across a wide spectrum of activities and welcomes organisations with aims consistent with the spirit and goals of Gavi, focused on immunisation, child health and health system strengthening.

Gavi also recognizes that CSOs are involved in a range of immunisation- and broader health-related activities at the local, country, regional, and international level including:

- Delivering immunisation or child health care packages
- Providing technical assistance in design and implementation of immunisation and health programs
- Monitoring/evaluating immunisation and health programs

- Mobilizing communities to increase demand for immunisation and health care
- Advocating/lobbying for immunisation and health care issues
- Emphasizing immunisation as a human rights issue
- Undertaking operational research
- Teaching and training healthcare personnel

The Gavi Civil Society Constituency is committed to openness and transparency. With rare exception (such as closed SC discussions and voting processes), CSO meetings are open by invitation to Forum members who wish to observe.

## **II. Vision and Mission**

### **Vision:**

Every person is reached with vaccinations and health services

### **Mission:**

To provide the perspective and voice of civil society for better health outcomes

## **III. Terms of Reference**

### **A. The CSO Steering Committee (SC)**

The CSO Steering Committee is an 18-member group (including Board member, alternative Board Member, PPC member, and possibly other members serving on Gavi committees appointed by the SC ) that works to support CSO members of the various Gavi Alliance governance bodies (Board, committees, time bound task teams, etc.) and develop civil society position papers, responses and statements. The CSO representative and alternate on the Gavi Board, as well as CSO appointees on Gavi Board Committees, are *ex officio* members of the Steering Committee, with vote. The Communications Focal Point (CFP) is a non-voting member of the Steering Committee (see below).

The CSO Steering Committee also provides project oversight for the country- and regional-level CSO platforms, through an Oversight Advisory Group, for immunisation and health systems strengthening.

Membership on the SC is organisational, although membership consideration is based on both individual (proposed representative) and organisational characteristics. SC member organisations are selected based on commitment to follow issues, available time, technical expertise, and representation of the broad and diverse civil society spectrum. Specific attention is paid to country of origin and achieving a balance between advocacy and service-delivery organisations. The SC also strives to maintain a gender balance.

## Purpose

The Gavi CSO Steering Committee was created to provide the perspective and voice of civil society to the Gavi Secretariat and Gavi Board for:

- A. Strategic decision making at the Board level
- B. International, national and sub-national advocacy
- C. Technical support for equitable use of vaccines, the delivery of vaccinations, and improvement of health systems strengthening at all levels
- D. Country- and local-level decision making and service delivery

The Gavi CSO Steering Committee also:

- E. Represents the larger Gavi Civil Society Forum in multiple fora
- F. Nominates civil society representatives to Gavi Alliance bodies (including ongoing governance mechanisms and time-bound work groups and task teams)
- G. Provides leadership and project oversight to the Gavi-supported country-level CSO platform project and other projects.

## Responsibilities of SC Members include:

National Platform Building and Communication

- a) Build and work with country-level CSO platforms and partners, and represent their views at Steering Committee meetings and in Gavi-related fora.
- b) Share all relevant Gavi-related information with wider country- and community-level delegations; SC members should work closely with vaccine- and health-related civil society movements in their country.

Represent Constituency with Gavi Governance

- c) Work with CSO representatives on various Gavi governance bodies to write policy papers/position statements/briefings/responses/etc., and input into the development of other relevant papers.
- d) Provide feedback and follow-up to the SC following Gavi funded participation in meetings, events or trips.

Represent Constituency with Gavi Secretariat

- e) Provide a liaison between Gavi and the broader Civil Society Forum.
- f) Act as a communication channel to relay country concerns to relevant Gavi Alliance bodies.
- g) Challenge the Gavi Secretariat and partners to be inclusive of civil society in decision making and implementation.

Advocacy and Wider Representation

- h) Fulfil the watchdog function to monitor how immunisation-related commitments at national and international levels are met.
- i) Advocate for resources, both domestic and international, to achieve Gavi's goals.
- j) Track Gavi's adherence to globally agreed principles such as the Paris Agreement for Aid Effectiveness<sup>1</sup>, the Global Health Partnerships Principles, and other relevant agreements.

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<sup>1</sup> (<http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm>)

k) Represent the Gavi Civil Society Forum (or arrange other appropriate representation) at various meetings, such as the Global Immunisation Meeting (GIM), IHP+ meetings, financing meetings, etc.

Minimum Commitment

l) Allocate at least 10% of working time to Gavi CSO activities, including participating in no fewer than eight SC calls per year.

m) Openly communicate any possible conflict of interest.

n) Join and actively participate in one or more SC working groups to further SC priorities.

#### Recruitment of SC members:

Every spring, a solicitation for nominations to serve on the Steering Committee will be sent to the broader Gavi Civil Society Forum as well as other CSO networks involved in maternal and child health issues. Nominations must be supported by a relevant national CSO platform where one exists.

The Coordination Committee (CC) will review nominations and make recommendations to the entire SC for short listing. Once the CC has established a short list, currently serving SC members will be given the opportunity to cast their votes based on the short list.

SC member organisations are selected for a single, non-renewable term of three consecutive years. Only the Board member, Alternate Board member and PPC representative may serve longer terms contingent on their roles on the Gavi Board and Board Committees. An organisation that has previously served on the SC may apply to serve again after a two-year hiatus.

SC member terms begin and end at the end of the June SC meeting (or at the SC meeting closest to the month of June), regardless of the date when an individual representing an SC organisation took up post.

The organisation managing Steering Committee funding from the Gavi Alliance and hosting the CFP will have a seat on the Steering Committee by default. This seat will not be an additional one and will be part of the 18-member SC.

#### Organisational representation on the SC:

The organisational representative serving on the SC must have authority to represent the organisation. Where the organisation is part of a larger body of associated organisations, the SC member must have permission to speak on behalf of the larger entity. The member must have their organisation's support and approval to commit a minimum of 10% of their time to the work of the SC and that of the wider Constituency.

When an organisational representative is no longer an employed staff (or member, where applicable) of the organisation they represented on the SC, he or she will step down as SC representative effective the day the individual leaves his or her employment. The member's organisation will be given the opportunity, over a period of three months, to nominate a

replacement for the remainder of their organisation's term. The proposed replacement will need to be considered by the Steering Committee.

Should the member organisation decide not to nominate a representative in that time, the seat will remain vacant until the next recruitment drive.

All SC members should be able to represent their organisation as well as networks and alliances of health organisations in their country where applicable. The SC member will be accountable for consulting with and reporting to the country and global networks to which they belong on a regular basis and as per need, where applicable. SC member organisations should be able to cover the cost of at least one international call per month to join SC calls. Where this is not possible, the SC will seek budget support to make this possible.

#### SC member performance:

An annual self-appraisal system for SC members will be put in place to document the contribution, participation and input of each SC member. Should there be any concerns around members' participation levels, these can be shared in confidence with the Chair/vice-Chair and/or CC for discussion. Record of SC and CC conference calls and meetings, coordinated through the CFP, will serve to document the work of the SC throughout the year.

The participation of all SC members is crucial for an efficient functioning of the SC's activities. In case SC members fail to participate in three consecutive monthly steering committee calls, or in fewer than half of the calls held during a six-month period, they will be warned that their participation does not meet minimum standards. If their participation does not improve, their nomination to the SC will eventually be revoked by the SC Chair.

If, following an official investigation, an SC organisation is found to have engaged in organisational misconduct or mismanagement of funds, this organisation will be asked to step down from the SC effective immediately.

#### Conflicts of interest:

The Gavi CSO SC will follow the Gavi Secretariat Policies on Conflict of Interest (<http://www.gavi.org/about/governance/corporate-policies/conflict-of-interest/>). All SC Members will be required to annually sign a one-page document attesting that they understand the Gavi Conflict of Interest policy and stating any conflicts.

### **B. The Civil Society Forum**

At the broadest level, the Civil Society Forum encompasses all civil society organisations having an interest in, or who are aligned with, the Gavi Alliance mission and who wish to participate. Members represent a diversity of civil society perspectives, positions and experience.

Organisations wishing to become Civil Society Forum members must be legally recognized and registered in their home country as a CSO working in immunisation and/or public health. In countries where there is a Gavi-supported National CSO Platform, the organisation should first register with their national platform. An individual wishing to participate in the Forum should be engaged in immunisation and public health.

Responsibilities of *Civil Society Forum* members include:

- a) Participate on time-bound Gavi CSO Constituency working groups when appropriate/requested.
- b) Provide the link with communities and countries by feeding information up to the Steering Committee.
- c) Provide viewpoints on various Gavi Alliance policies, programs, and strategic or policy decisions to be taken by the Secretariat, Board, and other Gavi Alliance entities, as appropriate.
- d) Advocate for increased resources, both domestic and international, to support immunisation.
- e) Advocate for the role of civil society in immunisation, child health and health system strengthening.
- f) Actively support country efforts to achieve high immunisation coverage levels and the effective use of Gavi funds.
- g) Nominate (or self-nominate) prospective members of SC, Gavi Board, and Gavi committees or workgroups.
- h) Strengthen coordination and representation of civil society at country and regional levels.

Requested membership will be reviewed by the CFP-- approval will be the norm. Denial will be exceptional, and based on lack of alignment of stated criteria or a conflict of interest.

A group of Constituency member organisations may form a special-interest caucus within the Constituency (example: FBO caucus, Francophone caucus, Southern CSO caucus, Northern NGO caucus). To be officially recognized as a caucus within the Constituency, the member organisations seeking to establish the caucus must submit a proposal to the SC for consideration stating the following:

- Proposed caucus membership
- Caucus focal point

Caucuses remain under the umbrella of the CSO Constituency and the guidance of the SC.

**C. *The Communications Focal Point (CFP)***

The CFP is paid staff, and is a non-voting member of the Steering Committee and supports the activities of the Steering Committee and the broader Civil Society Forum.

The CFP will be recruited by the agreed host agency, involving SC members in the recruitment panel. The CFP will serve under the terms of a mutually-agreed contract and is subject to the norms and practices of the CFP host agency.. See CFP Terms of Reference in Annexes.

#### ***D. OAG Coordinator***

The OAGC is paid staff, and is a non-voting member of the OAG and supports the activities of the OAG and the country-level platforms project.

The OAGC will be recruited by the agreed host agency, involving SC members in the recruitment panel. The OAGC will serve under the terms of a mutually-agreed contract and is subject to the norms and practices of the OAGC host agency. See OAG Coordinator Terms of Reference in Annexes.

#### ***E. Host Agency***

Every two years, the Coordinating Committee will review the performance of the CFP and OAGC host agency.

#### ***F. The Special Advisor***

The Special Adviser to the CSO Board member is appointed by Gavi, on the recommendation of the Board member, and is normally based in the Board member's location. The Special Adviser is evaluated on an annual basis by the Managing Director of Governance at the Gavi Secretariat, who will consult with other relevant persons as appropriate. The Special Adviser is an ex-officio (non-voting) member of the CSO SC.

See Special Adviser Terms of Reference in Annexes.

#### ***G. Officers/Representatives of the CSO Constituency***

1) Chair and vice-Chair of the Steering Committee – The Chair's term will be for one year. The vice-Chair of the Steering Committee will normally step up to the position of Chair after the Chair has fulfilled his or her term. If for any reason this is not possible (for example, the organisation's term on the SC is ending or the organisation does not wish to serve as Chair), the Chair will be elected by SC members during a bi-annual SC meeting. Only currently serving SC members are eligible to vote. The outgoing Chair will lead the process and will begin by asking for nominations. A candidate may self-nominate. In all cases, a nomination must be seconded by an SC member. If more than one candidate is nominated, a vote will be held by secret ballot. The vice-Chair will be selected following the same election process. The term of the vice-Chair is one year.

The Chair will have as primary tasks to call and preside over meetings of the SC and to supervise the CFP. The Chair will also have important oversight functions, including establishment of agendas for meetings, ensuring follow-up on agreed activities, soliciting and selecting volunteers for Constituency activities, and overseeing

Constituency processes. The Vice-Chair will assist the Chair in these functions and serve as Acting Chair in the absence of the Chair.

2) CSO representative and alternate on the Gavi Alliance Board - the CSO representative and alternate on the Gavi Alliance Board will be nominated by the SC. The term of each will be two years. Although nominees with Gavi CSO Steering Committee experience will be given preference, an open call for nominations will be sent out via the Gavi Civil Society Forum and other international health CSO Constituencies. The alternate will be nominated to assume the Board position at the end of the representative's term. Consequently, every two years the SC will nominate a Board alternate and the current alternate will be nominated to assume the Board representative position. Generally speaking, the representative and alternate will be from different geographic regions and of different gender representation. The Board representative and alternate will be members of the SC with voting privileges for the duration of their term. The main role of the CSO Board Representative and Alternate is to represent the views and interests of the Gavi CSO SC and larger Civil Society Forum.

3) CSO representatives on Gavi Board Committees – Civil Society representatives to Gavi Alliance standing committees (such as the Program and Policy Committee) will be nominated by the SC based on individual expertise and interest and subject to Gavi Board policies. The term will be determined by the CSO SC. Civil Society representatives to Gavi standing committees will be members of the SC, with voting privileges for the duration of their service on the relevant committee. The main role of the CSO representatives to the Gavi Board Committees is to represent the views and interests of the Gavi CSO SC and larger Civil Society Forum.

4) Coordination Committee- The Charter establishes a Coordination Committee (CC) to facilitate the work of the SC. The CC is comprised of the SC Chair and vice-Chair, the CSO representative and alternate on the Gavi Board, the Special Advisor, the PPC member, the OAG Chair, and the CFP. The CC feeds back to the wider SC through the monthly SC teleconferences, and by sharing write-ups of CC calls. See Coordinating Committee Terms of Reference in Annexes.

5) Oversight Advisory Group (OAG) - The Oversight and Advisory Group (OAG) is established by the Gavi CSO Steering Committee to provide oversight and support to the Gavi CSO Country Platforms project. See OAG Terms of Reference in Annexes.

6) Time Bound task teams - Civil Society representatives may be asked by the Gavi Secretariat and other Gavi partner organisations to participate on time-limited work groups or time-bound task teams and will be nominated by the SC based on expertise and interest. The appointment will be for the duration of the task and follow up.

The performance of all Officers/Representatives will be subject to annual review by a sub-group of the SC and, if unsatisfactory, can lead to their removal. The sub-group will typically include the Chair/Vice Chair and at least one other SC member and may be supported by the CFP if requested by the Chair.

When a CS representative is requested for a Gavi-established body (Secretariat, Board, or other governance or technical body), a communication should be sent from the Gavi Secretariat to the Communications Focal Point, who will pass the information on to the CC and the wider SC. The CC will be responsible for communicating the CSO nominee to the Gavi Secretariat. Requests from the Secretariat should come in a timely manner so that the process to nominate an appropriate Civil Society representative can be done in good time.

#### **IV. Norms, processes, and procedures**

##### A) Steering Committee functioning

The SC functions through a number of means:

- Monthly conference calls or web conferences held on a pre-established schedule, with agenda items submitted to the entire group at least 48 hours in advance. The conference calls allow for follow up of items that are underway, the sharing of new information and the opportunity to take urgent decisions if needed.
- Two face-to-face meetings held per year. Preparations for the meeting are made by a self-nominated working group of SC members led by the SC Chair based on current events and planned activities.
- Information shared via the CSO Constituency website and e-communication platform.
- Emails via an internal SC mailing list to permit sharing and action in between the conference calls.
- Small working groups convened when needed.

A quorum for a meeting (either teleconference or in person) will be a majority of voting members. To take definitive action, a majority of voting members present at the meeting must support the action.

##### B) SC functions with respect to the CS Forum

The SC is accountable to the broader Civil Society Forum to:

- Establish an effective means of communication with the CS Forum
- Clearly identify expertise in the CS Forum that can be used for advocacy
- Relay needed information to the broader Forum
- Identify the most efficient ways of regular communication with southern and less-accessible CSOs and define the periodicity of those communications
- Prepare a general meeting of the CS Forum when possible

### C) External relations procedures/processes

The relationships with the Gavi Alliance Board are principally made through:

- The board member and alternate, who are primarily responsible for the relationship with the Gavi Board
- Members of Board committees (PPC, etc.) also keep the SC up to date and can initiate action. These roles are actively supported by the SC. When needed, more support from the entire Forum is mobilized

The relationships with the Gavi Alliance Secretariat are principally made through:

- The SC Chair and vice-Chair
- The CFP, who makes the link with the Secretariat regarding follow-up of the different activities underway or planned
- As relates to the Gavi CSO Country Programs Project, the OAG Chair and the OAG Coordinator may also be in frequent contact with Secretariat staff

The CFP should be in copy or notified of all SC member communications with the Gavi Secretariat. Regular in-person meetings with the Gavi Secretariat will be held at least monthly to facilitate the flow of information, provide updates on critical work and share feedback from the CS community on ongoing tasks.

### D) Reports on Gavi-supported work or travel

Constituency members, including SC members, who participate in Gavi-supported activities such as country visits, task teams and working groups are expected to provide brief summaries of these activities to the SC and to lead on any required follow-up.

### E) National or regional Gavi Alliance CSO Coalitions/networks

National or regional Gavi Alliance CSO coalitions/networks should be formed to strengthen and coordinate CSO activities within a country or region. Formation of such coalitions/networks must be done in conjunction with the Gavi CSO Steering Committee. Coalitions/networks may not use the name Gavi CSO Constituency coalition/network without express permission of the Gavi CSO Steering Committee. Whenever possible, these coalitions/networks should be part of larger health-focused networks. In addition, caucuses (e.g., faith based organisations, francophone CSOs) may be formed using the same provisions.

### F) Representing the Gavi Alliance Civil Society Constituency in public

Any member of the Gavi CSO Constituency can speak for the Constituency *when presenting positions that have been approved by the Steering Committee*. Many CSOs have interests beyond the activities funded by the Gavi Alliance and the Gavi Alliance does not address all issues related to immunisation. Consequently, members must be careful to differentiate

between their own views and those that have been approved by the Steering Committee and not present their personal/organisational views as representing the entire Constituency.

*G) Funding of Civil Society Constituency activities*

Gavi CSO SC receives foundational support from the Gavi Secretariat. This support is essential. However, if the Constituency wishes to expand its support to include other sources, it will actively pursue such support.

*H) Duration and amendment of charter*

This revised charter now replaces the 2013 version effective immediately and will be revised again in June 2018. The SC Chair can request extraordinary revision should the need arise and with the agreement of the Coordination Committee. Each revision will seek approval of the SC by majority vote.

## **Annex I**

### **Terms of Reference (ToR) for the Coordinating Committee**

#### Objectives:

The Coordination Committee (CC) is established to support the functioning of the Steering Committee (SC) and respond to routine needs. It is also responsible for ensuring efficient communication at all times. The CC has been established to strengthen communication and coordination processes between the SC and the Gavi Secretariat, as well as within the SC.

#### Membership:

Board Member  
Alternate Board Member  
Chair of Steering Committee  
Vice Chair of Steering Committee  
Communications Focal Point  
Chair of the Oversight Advisory Group

#### Mode and frequency of communication:

The Coordination Committee will have monthly teleconferences and additionally whenever needed.

The Coordination Committee will:

1. Review documents and reports received from Gavi secretariat and draw the attention of SC to issues that require decision/action
2. Provide oversight and guidance to the CFP for matters concerning the SC, broader CSO Forum and the Gavi Secretariat
3. Lead on drafting agendas for steering committee meetings and share with all SC members for review and final agreement. The CC will include members of the SC or wider constituency as and when required
4. Participate in meetings or teleconferences with the Gavi Secretariat as requested
5. Coordinate the selection process for steering committee members
6. Coordinate the selection process for the CSO Board and alternate Board members
7. Coordinate the selection and nomination process for different Gavi Alliance committees, task teams and partner events as required
8. Provide the SC with feedback and updates at least once a month

#### Reporting:

All communications and meetings held with different stakeholders by the CC will be recorded and minutes of these meetings will be shared with SC members for information purposes, feedback and proposed action.

## **Annex II**

### **Terms of Reference (ToR) for the Communications Focal Point**

#### **Job Purpose**

The ***Gavi CSO Constituency Communications Focal Point*** serves as de-facto Secretariat of the Gavi CSO Constituency and Steering Committee, facilitating and coordinating the work of both bodies. The CFP is the primary link between the Gavi Secretariat and the CSO Steering Committee and leads on strategic communications on behalf of the Steering Committee and wider Constituency. The CFP also works towards maximizing the Constituency's role within the Alliance by advising the Steering Committee on strategic opportunities to advance civil society's priorities, interests and engagement.

#### **Job Duties and Responsibilities**

##### **Strategic Advisory Services:**

- Keep up-to-date on Gavi policy development by participating in meetings and teleconferences of Gavi task teams and working groups.
- Ensure the Steering Committee is well informed on key policy, governance and management issues in support of their Constituency leadership role.
- Support and advise Gavi CSO Steering Committee representation to the Strategic Advisory Group of Experts on Immunisation (SAGE).
- Advise and guide the Steering Committee and its representatives on navigating Gavi's politics and processes, ensuring that the interests of the wider Constituency are central to SC initiatives and positions.
- Provide guidance to departments and individuals in the Gavi Secretariat regarding how to productively engage with Gavi's civil society partners, Constituency and SC.
- Facilitate Gavi consultation with the Civil Society Constituency and Steering Committee.
- In consultation with the Steering Committee, work closely with identified key civil society organizations to strategically develop the Constituency.
- Serve as a non-voting member ex officio of the Steering Committee.

##### **Constituency Systems and Process Management:**

- Coordinate and manage, on behalf of SC leadership, the SC member recruitment process and Gavi Board Alternate member recruitment process.
- Coordinate and manage, on behalf of SC leadership, Charter versions and revision processes.
- Coordinate, manage and plan, on behalf of the SC Chair, bi-annual SC meetings and annual broader gathering of the Constituency (where funding exists).
- Coordinate, manage and guide, on behalf of the SC, overall engagement of the SC and Constituency during large Gavi events (Gavi Partners Forum, Gavi Replenishment events and activities).
- Report to SC Chair on a quarterly basis regarding financial status of Gavi grant.

##### **Communication:**

- Serve as primary point of contact between the Gavi Secretariat and the Steering Committee and Constituency.

- Facilitate communications, in both English and French, among Steering Committee members and between the Steering Committee and Constituency.
- Serve as primary liaison with other Global Health Partnership CSO Constituencies, including the Global Fund, UNITAID, UNAIDS, IHP+ and Stop TB.
- Develop and manage communications tools for the CSO Constituency and Steering Committee (ex. google listserv, website, routine teleconferences).
- As appropriate, attend Gavi Board meetings as part of CSO delegation, reporting back to wider CSO Constituency on strategic implications of Gavi Board decisions.
- Manage, analyse and update Gavi CSO membership resources and opportunities (available technical assistance on various areas such as logistics, health financing, health policy, social mobilization, vaccine management, etc.; grants; training and partnership opportunities).
- Undertake other pertinent assignments that the SC, through the Chair, might ask to be performed.

Added from the SC

The CFP will coordinate closely with the OAGC on OAG issues

## **Annex III**

### **Terms of Reference (ToR) for the Administrative Assistant**

#### **Principal duties**

Meeting planning: Organize logistics for Gavi CSO meetings, including participant travel, invitation letters, visa assistance, hotel accommodation, per diems, catering, meeting room arrangements, logistics packets, etc. The Admin Assistant is expected to attend first day of the OAG meetings and all of the Steering Committee meetings.

Travel organisation: Organize travel for OAG and Gavi CSO Steering Committee members whose participation in meetings and conferences will be covered by the service agreement between Gavi and IFRC.

Finance and payments: Work with IFRC's Legal and Finance Departments to facilitate contracts and payments relating to Gavi CSO work; liaise with finance department for matters in relation to the Gavi Alliance.

Communications: Update and improve Gavi CSO webpage as requested; work with Catholic Relief Services to ensure all CSO programmatic content is up to date. Ensure regular updates to Gavi CSO Facebook page and propose relevant Tweet updates.

Other: Help to manage files to improve information/knowledge management for the CSO Constituency and Gavi Alliance; support ad-hoc activities organized by IFRC for the CSO Constituency; routine administrative work as requested by the CFP.

## **Annex IV**

### **Terms of Reference (ToR) for the Special Advisor**

#### **I. Objectives:**

To support the role of Gavi Alliance Board Member and to maintain regular communication with the Alternate Board Member, the Board Member's constituency and close liaison with the Gavi Secretariat in Geneva and in Washington D.C. on behalf of the Board Member.

#### **II. Deliverables:**

The Special Adviser will:

- Develop a strong understanding of all Gavi policies and any changes and liaise closely with the Gavi Secretariat teams.
- Actively consult and communicate with the developing country [CSO] constituency before and after Gavi Board related events such as meetings and teleconferences by circulating within the constituency all documents and materials, within one working day of receipt from the Secretariat, and to prepare and support members of the Board and committees for their respective deliberations and communications on key issues to the constituency.
- Provide a quarterly update to the Secretariat on the development and maintenance of an extensive network of contacts with the constituency. Distribution lists for these contacts should be maintained and circulated to the Secretariat with the quarterly reports and should include designated focal points and sub-focal points within the constituency to ensure that information related to Gavi is widely distributed.
- Ensure that all communications from the Gavi Board and Secretariat are distributed to all contacts within the constituency within one working day of receipt from the Secretariat. This should include the decisions from meetings of the Board and Board Committees, including implications for the constituency arising from those decisions. This may require the ability of the Special Adviser to translate documents into common languages of the constituency. Such translated documents (or summaries of these documents) should be distributed to all contacts within the constituency within four working days of receipt of the original documents from the Secretariat.
- Provide a quarterly update to the Secretariat on the development of a network of expertise and knowledge within the constituency to ensure that all available resources are drawn on in the development of constituency positions related to Gavi and in supporting the development of Gavi policy.
- Support the active engagement of the constituency on Board Committees, and with other constituencies of the Gavi Board.
- Produce comprehensive briefs on a range of issues, as requested by the Board Member, as well as talking points and presentations for the Board Member's use.

- Provide administrative support in meeting scheduling and other areas, as requested by the Board Member or the Secretariat.
- Provide the Secretariat with full reports on meetings attended by the Board member with relation to Gavi issues, within five working days of the meetings.
- Organise a constituency meeting (as a side event to the WHO Regional Committee meeting or the WHA) at least once per year.
- Support the Board Member, Alternate Board Member and the constituency with the nomination process for Board Member, Alternate Board Member and/or Committee Delegates when appropriate.

### **III. Description of Services:**

- To prepare briefings to ensure that the Board Member and Alternate Board Member are well informed on key policy, governance and management issues in support of his/her role on the Gavi Alliance Board and Committees.
- To ensure that all Gavi policies, including information on the implications for the constituency, are communicated with the constituency and to get constituency feedback.
- To assist in the planning of Gavi information sessions during WHO Regional Committee meetings to ensure a high level of participation of Ministers from those regions.
- To identify opportunities for Board members to advocate for Gavi and immunisation and liaise with the Secretariat to ensure Board members are equipped with current data and messages.
- To facilitate clearance with the Gavi Secretariat of global media materials (draft speeches, articles and other communications focusing on Gavi issues) to be used by the Board Member and assist the Gavi Secretariat in tailoring Gavi global communications materials for use with the Board Member's constituency.
- To liaise with the Gavi Secretariat on behalf of the Board member, other Board members and their special advisers as appropriate; as well as the Alternate Board member and Constituency Countries.
- To provide administrative support for scheduling Gavi related events and teleconferences, as requested by the Board Member or the Secretariat.
- To work closely with interested civil society organisations in the constituency to further develop the Gavi Alliance civil society constituency.
- To perform other duties, some requiring national or international travel, as required.

### **IV. Performance**

The Special Adviser will report to and be evaluated on an ongoing basis by the Gavi Secretariat in consultation with the Board Member and Alternate Board Member and the input of the relevant contact points, against the deliverables noted above.

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<sup>[1]</sup> The special adviser, like the CFP, is a non-voting member of the Steering Committee

## **Annex V**

### **Terms of Reference (ToR) for the Oversight and Advisory Group**

In support of the Gavi CSO Country Platforms Project

#### **Purpose:**

The Oversight and Advisory Group (OAG) is established by GAVI CSO Steering Committee (SC) to support the Grants' Manager for the GAVI CSO Constituency project, which aim to i) establish functional civil society platforms to engage in immunisation and health system strengthening processes, ii) increase the capacity of country-level CSO platforms to engage in discussions around health systems strengthening (HSS) activities, iii) ensure that target country governments and development partners recognize and engage with established CSO platforms and iv) link communities with immunisation and health systems.

The OAG will support the Grants' Manager to ensure that activities lead to progress in creating, strengthening and sustaining civil society engagement in health systems and overall national health sector policy, planning, budgeting and monitoring processes.

The OAG will also bring the voice of Civil Society to the Steering Committee through the implementation of the Project.

#### **1. Key Responsibilities:**

#### **PROJECT MANAGEMENT**

1. Selection of Grants' Managers
  - Facilitate the selection process: creating a list of criteria for selection, filtering applications, soliciting input from SC
  - Provide guidance to SC for final selection
  - Review and provide input to the draft contracts between Gavi and the Grants' Managers
2. Orientation of Grant Manager
  - Facilitate the transition with previous Grant Manager
  - Provide information on Gavi priorities and processes, the Gavi CSO Constituency and the SC
3. Approval of Annual Implementation Plans and Budgets
  - Advise and approve the selection of in-country Facilitating Organizations / Organized Platforms
  - Review and approve of Grants' Managers' annual workplans/budgets
4. On-going oversight of the Project
  - Monitor deliverables according to the Donors reporting requirements
  - As appropriate, undertake monitoring field visits
  - As appropriate, support the capacity building of Facilitating Organizations\* / Organized Platforms on the HSS

- Review and provide feedback to the Grants' Manager on draft progress and financial reports before shared with GAVI and the SC
  - Review and provide input on lessons learned reports and other reports generated by the Project
5. Evaluation
- Facilitate the assessment of the Project and the Grants' Manager at the end of the Project

#### **COMMUNICATION WITH THE STEERING COMMITTEE**

1. Report on Project progress during the monthly CC/SC calls as well as during the semi-annual face-to-face SC meeting
2. Obtain the SC approval for the OAG report during the semi-annual face-to-face SC meeting
3. In between the reports, alert the SC on potential Project risks in a timely manner
4. Facilitate the gathering of information for the SC (mainly for other reports, such as GVAP, etc.)

#### **COMMUNICATION WITH PLATFORMS**

1. Communicate directly, at least on a quarterly basis, with the Platforms
  
2. **Composition and Membership:**

A group of 5-9 members from the SC and broader Gavi CSO Constituency will be selected to serve on the OAG. When required, the SC will, during its face-to-face meeting, review the composition of the OAG and invite Experts according to the needs.

Membership will be offered to: (1) the GAVI CSO Board Representative, (2) the Chair of the SC, (3) Civil Society Representative on the PPC, (4) OAG Coordinator, although final approval will depend on SC Chair. This is to ensure coordination between the Project and discussions at GAVI Board level and SC. The Grants' Manager(s) will be invited to participate in the discussions, without a right to vote and will be asked to recuse whenever required by the Chair. The additional OAG members shall be selected on the basis of the Charter.

At least half of the members of the OAG will be from GAVI-eligible countries.

The OAG will be supported by the OAG Coordinator and by a team of Technical Experts, which will be selected from an established list of experts (ie. previous SC members), as per OAG needs, by the OAG and SC Chairs, as short-term paid Consultants.

3. **Administration and Management:**

As a subset of SC, the OAG will be overseen by the SC. The OAG Coordinator will provide necessary administrative support for the OAG.

#### **4. Communication and Meetings:**

The majority of interaction between the Grants' Manager and the OAG will be done by email and telephone, and at least two face-to-face meeting per year will be required. Therefore it is required that members have regular access to these forms of communication. Frequency of teleconferences will be determined collaboratively and as needed.

Line of Communication:

- The Grants' Manager will send all necessary information to all members of the OAG and the SC
- Except authorized by the Chair, no member of the OAG or the SC will respond directly to the Grants' Manager on policy-related or sensitive issues
- The Grants' Manager will endeavour to send all information for OAG review early enough to ensure the inputs are discussed
- The OAG will provide regular update to SC
- In consultation with the OAG, the Grants' Manager can also share information on the Project with other stakeholders and wider Gavi CSO Constituency

#### **5. Time Commitment**

OAG members are asked to commit up to 10% of volunteer, non-paid working time per month. Members will be required to have explicit support from their organizations in order to participate in the OAG. Membership of the OAG will be for 2 years (unless extended through decision of SC). Membership can be renewed based on decision of the SC.

#### **6. Performance Evaluation:**

OAG members will be informally evaluated on a semi-annual basis, during the face-to-face meetings. The OAG/SC Chairs reserve the right to terminate the appointment of OAG members prior to their 2- years term in case of malfeasance or nonfeasance.

#### **7. Conflict of Interest:**

OAG members will comply with the Conflict of Interest policy, as included in the Gavi CSO Constituency SC Charter.

## **Annex VI**

### **Terms of Reference: Oversight Advisory Group Coordinator (OAGC) for the Gavi CSO Country Platforms Project**

#### **1. Background**

Civil society and civil society organisations (CSOs) play a key role in Gavi and in the achievement of the Alliance's goals and objectives. Since 2011, Gavi has supported a civil society coordination mechanism known as the Gavi CSO Constituency, led by a 20-member Steering Committee. The Constituency is comprised of more than 4000 CSOs worldwide that carry out a range of immunisation-related activities, including direct service provision, demand creation and advocacy for immunisation and health services, educating communities about immunisation and its benefits, and playing a watchdog role for government and donor accountability. CSO Constituency members include international non-governmental organisations (NGOs), national networks and organisations, local and community groups, professional associations, and academic institutions.

Since 2011, the Gavi CSO country platforms project has established national civil society platforms for immunisation and HSS in 24 countries. The overall goal of these platforms is to strengthen country- and community-level civil society engagement in immunisation and HSS. The CSO country platforms project strategy over the next two years will focus on strengthening the capacity of these platforms and ensuring their functionality and sustainability, as well as developing platforms in two additional countries. More information on the 24 national civil society platforms can be found at <http://www.gavi-cso.org/cso-hss-platforms>.

The Oversight Advisory Group (OAG) is established by the Gavi CSO Steering Committee (SC) to oversee the Gavi CSO country platforms project. Since 2015, the OAG has also been responsible for overseeing OAFRESS, the Francophone Africa Regional Platform for Health Systems Strengthening and Immunisation.

As the breadth and depth of the Project continues to grow, the Gavi CSO Steering Committee has identified the need for increased resources to support the OAG, an all-volunteer body, in the form of a dedicated coordinator. The OAG Coordinator shall work closely with the Chair of the OAG and key members of the Steering Committee, as well as collaborate with the Gavi CSO Communications Focal Point.

This position is funded by Gavi and hosted by IFRC.

## 1. Position Description

The OAG Coordinator supports the OAG in implementing the group's mandate. Specifically, the OAG Coordinator will be responsible for the following tasks (which are not limited to):

### Communications

- a) Facilitates communications among OAG members, between the OAG and Grant Managers, between the OAG and the Steering Committee, and between the OAG and the Gavi Secretariat (on non-Gavi Board related matters) in English and French, this includes synthesizing/filtering information to prevent information overload
- b) Facilitates communications between CSO Country platforms and Gavi Senior Country Managers (SCMs) as well as other potential in-country partners (UNICEF, WHO, World Bank, bilaterals, international NGOs, etc)
- c) Ensures communication of country platforms' views to OAG and/or Steering Committee members and Gavi Secretariat staff
- d) Communicates about Gavi and SC activities back to the platforms
- e) Translates ENG/FR communications within reason
- f) Works closely with the OAG Chair
- g) Schedules regular OAG calls and documents these calls
- h) Drafts Project communications on behalf of OAG
- i) Reviews Project reports, newsletters and presentations and flags key issues for OAG consideration
- j) Ensures that the Country Platforms Project is correctly branded

### *Expected output:*

- *Communication flow between all project stakeholders is strong and fluid*
- *All parties have access to appropriate and relevant information in a timely manner*

### Monitoring

- a) Supports the OAG in reviewing quarterly technical and financial reports from grant management organisations and in submitting these reports to Gavi Secretariat
- b) Collaborates with external M&E experts to support the OAG's monitoring function and ensure that the grant managers' monitoring systems and indicators are aligned and functioning
- c) Supports the implementation of the monitoring system, identifies risks and proposes solutions
- d) Actively participates in monitoring the platforms in collaboration with the Grant Managers
- e) Monitors grant management on a quarterly basis and provides an overall report to the OAG
- f) Takes the lead in drafting the mid-term evaluation and final report of grant management organisations
- g) Participates in field visits as appropriate and/or when required

### *Expected output:*

- *The common monitoring framework is implemented by both fund managers and provides timely and valuable information to the OAG, SC and Gavi.*

- *Fund managers' activity and financial reports are received by the OAG in a timely manner and quarterly summaries are provided to the SC*
- *The OAG and Steering Committee provide quarterly reports to Gavi Secretariat in a timely manner*

#### Technical Assistance and Knowledge Management

- Provides distance TA to platforms and grant managers according to OAG guidance
- Responsible for developing a Knowledge Management system to document information gathered from platform activities, this could include success stories, best practices and lessons learned
- Promotes a culture of information-sharing between the platforms
- Facilitates discussions/relationships between platforms on critical issues as well as information sharing among Constituency members
- Develops and manages a quarterly newsletter for the project in collaboration with the grant managers
- Contributes social media postings to Gavi CSO Constituency Twitter and Facebook accounts
- Manages project sub-page on Gavi CSO Constituency website, ensures that Project resources of interest are available publicly
- Ensures all country platform members are registered in the Gavi CSO Constituency database
- Develops and maintains a database of OAG resources (available technical assistance in various areas such as logistics, health financing, health policy, social mobilization, vaccine management, grants, training and partnership opportunities)

#### *Expected output:*

- *A knowledge management system for the platforms is in place and used by relevant stakeholders*
- *The platforms' network is functional and active*
- *The social media webpages and newsletters are active*
- *The Gavi CSO Constituency member database is up to date*
- *The Project's webpage is up to date*

#### Meetings

- Serves as a non-voting member ex-officio of the OAG
- Coordinates the planning of bi-annual OAG meetings and participates
- Provides support during Steering Committee meetings when Country Platforms Project is discussed
- As appropriate, observes SC and Gavi Board meetings.
- Undertakes other pertinent assignments that the OAG through the Chair might ask to be performed.

#### *Expected output:*

- *Regular OAG meetings, summaries with action points are shared with all*

#### Project Management and Support to Working Groups

- Provides support to Steering Committee Working Groups focused on/liaising with the CSO

Country Platforms project

b) Provides general project management on all OAG tasks

*Expected output:*

- *OAG tasks and projects are completed on time and to a good standard*
- *Working relationships between SC and CSO Country Platforms are strengthened*