

# Gavi Civil Society Constituency

## Oversight Advisory Group (OAG) Meeting Write-up

Geneva

16-17 June, 2016

**Theme: Role of the Platforms in the new Gavi strategy**

Green= key guiding points for next phase

Red= action items (complete list on final page of report)

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### Objectives:

1. Discuss challenges of the [previous phase](#) of the project and identify ways to overcome them
2. Have a clear common understanding of the [new phase of the project](#): what do we want to achieve over the next two years? How will we accommodate the delayed start?
3. Discuss the role of the platforms in the new Gavi strategy and the [overall accountability policy](#) (M+E, JAs, Gavi KPIs)
4. Have a clear agenda for the next two years of the project
5. Discuss the role of the OAG in the next project phase and its composition (election of its members and of the Chair)
6. Develop a proposition on the role of the OAG in overseeing Gavi HSS grant funds flowing to CSO platforms
7. Agree on the recruitment of the [OAG coordinator](#)
8. Agree on the presentation to the SC
9. Update on the [Ebola work](#)

Day One: Thursday, 16 June, meeting room: Apollo, lobby level		
TIME	ACTIVITY	FACILITATOR
09:00-9:30	Welcome and Opening Remarks <a href="#">Conflict of interest policy</a> and signing of <a href="#">COI declarations</a> Rules for observers Review and adoption of the objectives and agenda Timekeeping	Patrick
9:30-11:00	<p>The role of the platforms in the new Gavi strategy, Hind’s comments:</p> <ul style="list-style-type: none"> <li>• Through the platforms we’ve been able to have a stronger voice of civil society in 22 Gavi countries, including active participation on ICCs and in other coordination committees.</li> <li>• Role of CSOs critical in this next phase of Gavi, especially regarding coverage and equity. Voice of civil society in improving access and reaching unreached.</li> <li>• Gavi looking to CSOs to play an important role in governance and resource mobilisation to ensure sustainability.</li> <li>• Role of CSOs in fragile/conflict settings.</li> <li>• Civil society must be included in country-level dialogues from the beginning, if they are not, it is difficult to bring them back. Important to have CSOs represented on ICCs.</li> <li>• <b>How will we work together in the Gavi 53, not just platform countries?</b></li> <li>• Gavi coverage and equity strategy still not very clear.</li> <li>• How to strengthen CSOs’ voices on ICCs and in policy dialogues? First step is to have them there; second step is to increase their participation.</li> <li>• Role of extended partners in helping to improve country-level governance, ensuring participatory decisions.</li> <li>• Gavi looking at what could be the role of bilaterals and CSOs in countries and the role of CSOs in demand generation and addressing vaccine hesitancy. But important to remember that <b>government is in the driver’s seat.</b></li> <li>• <b>We should be in all SFA groups. If there is one that we are not on we should tell Hind and she will address it.</b></li> <li>• <b>Platform overhead and admin costs can be included in HSIS proposals, depending on the components that CSOs are implementing.</b></li> </ul> <p>Suggestions/questions from OAG:</p> <ul style="list-style-type: none"> <li>• Are there separate ICCs for immunisation?</li> <li>• <b>CSOs should be on NITAGs (CSOs often considered as non-technical, thus not seen as needed on NITAGs)</b></li> <li>• “Exceptional” funding for the platforms over the next two years- need to be clear about what this means. Hind’s response: <b>platforms’ work could in the future be included in the PEF and within the framework of the</b></li> </ul>	Hind

	<p>KPIs. We need to be aware that funding is needed to maintain the governance functions of the platforms.</p> <ul style="list-style-type: none"> <li>• Where does this project fit in the PEF/accountability framework? Hind's response: CSOs are a core partner. Follow up question: Where do we fit in the new HSIS approach?</li> <li>• If there are issues with specific countries, we should contact Nilgun.</li> <li>• Is there a role for the ICC in advocacy for immunisation towards, for example, the parliament? CSOs could lead on this within ICCs.</li> </ul> <p>Support to CSO platforms in this next phase Presentation by the two grant managers</p> <ul style="list-style-type: none"> <li>• <a href="#">REPAOC presentation</a> <ul style="list-style-type: none"> <li>○ ICC participation toolkit to be shared (available in French only).</li> <li>○ Is the goal for OAFRESS to become independent from REPAOC? Yes, independent and self-sustaining, with a rotating Secretariat/coordinating function.</li> </ul> </li> <li>• <a href="#">CRS presentation</a> <ul style="list-style-type: none"> <li>○ Get copy of presentation to Hind</li> <li>○ Concern that late start should not mean that platforms only have nine months to implement 2016 activities. This is not a constraint that comes from Gavi Secretariat.</li> <li>○ Just phasing out the FO is not enough to define a platform as sustainable, it should also have funding from other sources as well as functional, sustainable governance mechanisms.</li> </ul> </li> </ul> <p>Discussion points following CRS presentation:</p> <ol style="list-style-type: none"> <li>1. Delayed start up: Contract will run from 1 April 2016 to 1 April 2018. Letter of commitment will be issued.</li> <li>2. CRS should inform platforms ASAP that NCE was signed.</li> <li>3. What is the role of CRS Country Directors and how do the dynamics work with the FO? (CRS is fairly decentralized and their country offices independent, this dynamic introduces further complexity into an already complex project structure).</li> </ol> <p>Nilgun's comments on presentations: Need to ensure that CSO work is more broadly aligned and speaks to what is happening in the country. Need to ensure that platform work is not overly CSO oriented but rather makes the CSO work meaningful within the wider context of the country. Up front, Gavi is likely to provide 20-25% of agreed budget to CRS and REPAOC.</p>	<p>Aurelie (Consultant)</p> <p>Bettie/Monica (CRS)</p> <p>Patrick</p> <p>Nilgun and Masha to attend and participate in discussion</p>
<p>11:00- 11:15</p>	<p><b>BREAK</b></p>	

11:15-12:00	<p>Discussing the next project phase:</p> <p><a href="#">The OAG coordinator</a></p> <p>The final text of the job description was approved by the OAG, Steering Committee and Gavi Secretariat. It is now going through IFRC's internal systems to be graded and advertised. IFRC aims to advertise the position in early July.</p> <p><a href="#">Asia CSOs regional meeting</a></p> <ul style="list-style-type: none"> <li>○ Meeting to be held in Bangladesh in February; total budget amount agreed, budget breakdown to be finalized by Asia meeting group and BRAC</li> <li>○ Remove Malaysia from list of countries to attend; add East Timor and PNG</li> <li>○ RESULTS Australia will conduct a media and advocacy training in Bangkok in mid-October, possibility to ask the participants to provide a cascade training during the Asia meeting</li> </ul>	<p>Amy</p> <p>Naveen</p>
13:00-14:00	<b>LUNCH</b>	
14:00-15:30	<p>Group work</p> <ul style="list-style-type: none"> <li>● Group 1: SWOT analysis of OAG role in new project phase and proposed OAG role in overseeing Gavi HSS funds flowing to the platforms (<a href="#">proposed MOU text</a> is good background for this)</li> <li>● Group 2: Budget review of CRS and REPAOC budgets</li> </ul> <p>Group 1 presents-</p> <p>Agreed OAG roles in next project phase:</p> <ol style="list-style-type: none"> <li>1. OAG is empowered by the SC to monitor and oversee the project</li> <li>2. Ensure proper branding</li> <li>3. Review, discuss and approve quarterly reports (<i>narrative and budget</i>)—need a dashboard of reporting timings <i>and</i> a set of 5-10 key indicators on platform health (OAG Coordinator to pull this together as one of his/her first tasks)</li> <li>4. Conduct monitoring visits and file monitoring reports</li> <li>5. Provide an internal mid-term evaluation of the grant management organisations</li> <li>6. Alert the CC to country issues and challenges, follow up if mandated by the CC</li> <li>7. Mentor the platforms</li> <li>8. Propose and/or approve strategic changes</li> <li>9. Ensure organized, strategic interactions with SCMs and Regional Heads</li> <li>10. Convey project vision to platforms and their members</li> <li>11. Identify resources for TA, expertise</li> </ol> <p>SWOT analysis of OAG role in next phase:</p>	

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> <li>• OAG Coordinator</li> <li>• OAG budget</li> <li>• Rosters of SC members and past members to visit platforms</li> <li>• Lessons learned from first five years</li> <li>• Perceived power of OAG and SC</li> <li>• SC buy-in to project concept</li> <li>• Important role of SC Chair, Board member, PPC member recognized</li> <li>• Clear role definition</li> </ul>	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> <li>• Do not have SC/OAG members in all countries</li> <li>• OAG members are volunteers and are only asked to spend 10% of their time</li> <li>• Disconnect between SC and platforms, grant managers, OAG and Gavi Sec.</li> <li>• Difficulty in getting timely responses</li> <li>• Branding issues/showcasing our successes—<b>need a marketing strategy</b></li> <li>• Capacity within SC and OAG themselves</li> </ul>
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> <li>• Two fund managers</li> <li>• New Gavi focus on coverage and equity</li> <li>• Clearly-defined ownership</li> <li>• Mobilize entire SC, including former members</li> <li>• Empower former SC members to act on behalf of SC at country level</li> <li>• Lay foundations of fiduciary accountability in platforms</li> <li>• Closer relationships between CSO platforms and SCMs/regional heads</li> </ul>	<p><u>Threats:</u></p> <ul style="list-style-type: none"> <li>• Dealing with many country platforms that are frequently changing</li> <li>• Country-level issues beyond our control</li> <li>• Disconnection between grant managers</li> <li>• Unwillingness of grant managers to follow SC vision/guidance</li> <li>• Reputational risks following platform under-performance or fund mismanagement</li> <li>• HSS oversight issues and questions</li> <li>• OAG turn-over</li> <li>• Outbreaks/fragility in platform countries</li> </ul>
<p>Proposed role of OAG or SC on HSS oversight:</p> <ul style="list-style-type: none"> <li>• Group agrees that we do want to have a role but this requires a lot more capacity. What would this look like and how much would it cost?</li> <li>• Cannot call this “oversight,” this is more facilitating/advocating</li> <li>• Would also be valuable to document CSO HSS practices, learning and results</li> <li>• <b>Need to add this to OAG ToRs (put this proposal forward to SC):</b> <b>Proposed role of OAG or SC on HSS oversight:</b></li> </ul>	

- Advocacy
- Develop proposed indicators on community ownership

Group 2 presents-

Questions for CRS budget

- Fringe benefits- what do they cover; why do country staff not have these?
- Consultancy fees- narrative said they would reduce use of consults but budget stayed the same
- End of project evaluation- consultant should be hired externally and should cover both CRS and REPAOC (no need to double up on this).
- Translation costs
- Travel: why is consultant travel so high if we're reducing use of consultants.
- Global team meeting: no need to pay for OAG or Gavi staff. Start up and coordination meetings- OAG now has budget for this.
- Take out costs to attend OAG meetings, we will cover that for CRS and REPAOC people.
- Better breakdown of subgrants to CSOs
- Country programs supports to CSOs— this seems to be covered elsewhere, appears to be double-dipping by CRS. These funds do not seem to be going to the platforms.
- Indirect costs- what is covered here when so many other overhead costs are listed earlier?
- Want a breakdown of sections V and VI. Need a breakdown of support costs.
- How many countries have an FO and what are their management costs?
- Supplies/office costs—for which offices? Nairobi? Country office? Baltimore?
- Analysis percentage has no percentages

Questions for REPAOC budget:

- Need to see an actual budget narrative
- Five staff feels like quite a bit
- 30K per year on a strategic planning consultant is very high
- 15K per year on M+E—this could be shared with CRS
- Need more breakdown on annual travel budget and communication materials
- Document translation- this could be centralized with CRS and OAG budget
- 24K on publications is very high
- Need more details on study visits- 80K in travel per year is a tremendous amount
- Champions attending activities- this budget line should be for platforms only

	<p>Overall concern is the precedent that we're setting—budgets look like it's not the same donor giving funds.</p> <p>To feed back to CRS and REPAOC (next steps):</p> <ul style="list-style-type: none"> <li>○ In this next phase of the project we want much more budget oversight. The Secretariat has told the Steering Committee that the SC is accountable for this project. Now that we will have an OAG Coordinator, this increases our capacity to take financial oversight seriously.</li> <li>○ Concerned that not enough money is going down to the platforms- there should be a uniformity on percentage of total budget going to platforms from both grant managers</li> <li>○ Ask for budget narrative from REPAOC</li> <li>○ Do analysis of two grants together and what they look like</li> <li>○ OAG will create a budget template for both grant managers to use going forward</li> <li>○ Sarah to speak to her colleague to see if he can lead on the budget analysis</li> </ul>	
17:00	<p>End-of-day summary, presentation and acceptance of salient points, looking ahead to tomorrow</p> <p>Action items:</p> <ul style="list-style-type: none"> <li>● Create marketing package</li> <li>● Schedule a technical session during Gavi Board pre-meeting and a session at the December Gavi Board</li> </ul> <p>AOB: Sabin Vaccine Institute 3rd Colloquium on Sustainable Immunization Financing, Nepal 19 - 21 July 2016</p>	Patrick

Feedback from CRS and REPAOC following meetings with Gavi Senior Country Mangers:

SCMs would like to see a focus on outcome-level accountability, how the platforms fit into national priorities and needs and engage in the country systems at national and sub-national level. SCMs who met with CRS were well informed and came with a good understand and willingness to support. Where there are challenges with CSOs being able to have a seat in ICCs and NITAGs, the SCMs are willing to help with this.

Supporting the platforms to interact with country level power structures is an important focus.

**Day Two: Friday 17 June, meeting room: Apollo**

TIME	ACTIVITY	FACILITATOR
09:30-09:45	Overview of the day ahead	Patrick
09:45 – 11:00	<p>Challenges identified by platforms and solutions</p> <p>Ghana- Nana used the support letter from the SC Chair and OAG Chair to request an audit of the platform (Ghana Coalition of NGOs in Health). Nana will share an update during the SC meeting.</p> <p><u>Kenya</u>- Shift Kenya down to level 3; allocate a strong OAG member to this platform; focus on hiring key personnel. HENNET Board—what is happening here? What does AMREF say? OAG high-level mission needs to go and meet all Board members, understand what happened and what is the way forward? This needs to be communicated to SCM (Antonia).  <b>Next steps: OAG to request PWC report from Antonia. Patrick, Dorothy, Joan to go, invite SCM to join. 2<sup>nd</sup> week of July.</b></p> <p>Bangladesh- CRS will not move forward with BBF following contractual violations. FO is platform Chair. Gavi SCM very concerned about BBF and its role in the platform. CRS identities high potential reputational risk for project if BBF is given Gavi HSS funds. <b>Next steps: inform platform and BBF that a new process will be set up to select a new FO. This letter also needs to go to Bangladesh government and Gavi. Has Gavi done an audit of BBF? No.</b></p> <p><u>South Sudan</u>- Agreement with FO (IRE) terminated on 31.10.2015. RFP sent for new FO in the country. CRS provided recommended lead candidate, requests OAG/SC support to on-board them. OAG suggests not appointment new FO but instead strengthening the platform’s executive. <b>Next steps: contact old and new SCMs to better understand what’s going on. There should be an OAG visit to the country ASAP that includes Rick, we will then follow their recommendations.</b></p> <p>Nigeria- Issues that were raised last year have been resolved to CRS’ satisfaction. OAG remains concerned. <b>OAG/SC to empower Dorothy with a letter.</b> Karan is current SCM for Nigeria.  <b>Send letter to Hind on SCM for Nigeria and SCM for DRC.</b></p> <p>Togo- Not on ICC as platform, FO hesitant to relinquish role to platform executive. No further action needed from OAG.</p>	

	<p>DRC- SANRU update from Rick needed</p> <p><a href="#">Update of OAFRESS</a> regional work since last December. The OAG recognizes the excellent work of OAFRESS and the dedication of Clarisse in bringing this project to life.</p> <p><a href="#">Transitioning to sustainable platforms</a>- do we have examples of how/where this is working?</p>	<p>Guy</p> <p>Roma</p>
<b>11:00 – 11:15</b>	<b>BREAK</b>	
<p>11:15 – 12:30</p>	<p><a href="#">Ebola update</a></p> <p>GVAP report (review on <a href="#">what we're doing this year</a> and discussing what we'd like to do next year)</p> <p>Platform participation in Civil Society indicator reporting and JAs and how we will track and report on this</p> <p><u>Discussion:</u> With JAs, its important that platforms also have an opportunity to present, not just listen.</p> <p><b>When a JA date is finalized, Amy to work with CRS to understand whether the platform was involved and if not, get invitation for platform.</b></p> <p>Platforms will also need background information and documents to be referred to during JA. From whom can we get these? The SCM?</p> <p>In countries where we have no platform, send email to SC members asking if anyone has connections to organisations there that could participate. Also consult membership list of wider Constituency.</p>	<p>CRS</p> <p>Amy</p>
<b>12:30 – 14:00</b>	<p><b>LUNCH</b></p> <p>Meet with Afsana of BRAC (DS, Patrick, Naveen, Amy, Sarah)</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Finalize dates of meeting- BRAC (Afsana)</li> <li>• Begin process to get government approval to receive funding- BRAC</li> <li>• Restructure budget lines- BRAC</li> <li>• Begin pulling suggested attendees list together- All (Amy to centralize)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Invite Anuradha- Amy</li> <li>• Ask Gavi Secretariat for list of CSOs that they work with in countries to be invited- Amy</li> <li>• Schedule next telecom for week of 11 July after 4pm Geneva time, re-send Doodle poll- Amy</li> <li>• Add East Timor and PNG to list, remove Malaysia- Amy</li> </ul>	
14:00 – 15:30	<p>Accountability (how we want this project to fit in the <a href="#">Alliance accountability framework</a>)</p> <p><a href="#">DS' presentation</a></p> <p>Bettie to join SC working group working on the indicators.</p> <p>Key question: How can project M and E help us develop our PEF accountability?</p>	DS
15:30- 17:00	<p>Proposing <a href="#">OAG composition</a> for the coming year, including Chair</p> <p>OAG to stay the same for the next six months minus Mayunga. Dorothy, Naveen, Sarah, Clarisse to continue as observers until December. In December 2016 we will make a proposal for a renewed OAG for December 2016-December 2018. Pending SC approval.</p> <p>Will hold a face-to-face meeting ahead of next SC meeting and another one in an implementing country before. Togo or Senegal suggested, in conjunction with project start-up meeting, in September or October.</p> <p>Hold next OAG call in July</p>	Patrick

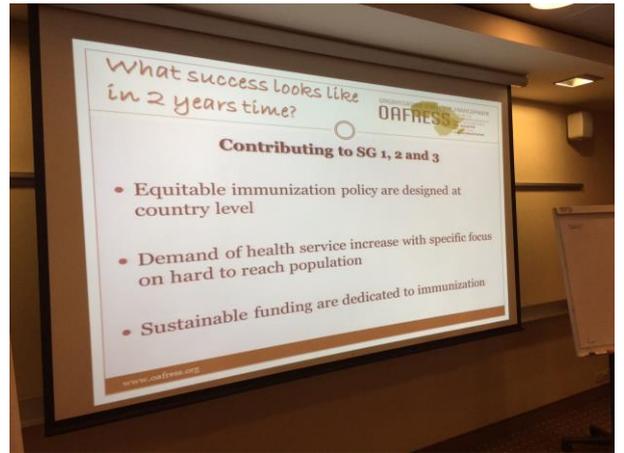
## Action items

<b>ITEM</b>	<b>PERSON RESPONSIBLE</b>	<b>DUE DATE</b>
ICC participation toolkit to be shared (available in French only), CRS or REPAOC to translate	Clarisse/Amy	September 2016
Send copy of CRS presentation to Hind	Amy	July 2016
CRS to inform all platforms that NCE has been signed	Bettie	June 2016
Develop project marketing strategy and create a marketing package	OAG Coordinator (lead) with CRS and REPAOC	December 2016
Propose suggested OAG role in Gavi HSIS grant oversight to SC	Patrick	September 2016
Provide feedback to CRS and REPAOC on what is expected in this next project phase in terms of budget oversight	Patrick and Sarah	August 2016
Recruit OAG Coordinator	Patrick and Amy	In progress- post advertised 28 July-11 August
Provide update on Ghana issues following SCM's visit to country	Joan	July 2016
Schedule a pre-Board technical briefing session during the December Gavi meeting	Naveen	Done
Schedule trip to Kenya	Patrick/Dorothy/Joan/Amy	Done
Send letter to Bangladesh platform announcing that contract with BBF will not be renewed	Amy/Dorothy/Patrick	Done
Agree on approach to South Sudan	Rick	October 2016
Write letter for Dorothy to empower her to act in Nigeria	Amy/Patrick	August 2016
Write letter to Hind regarding challenges with SCM for Nigeria and DRC	Amy/Patrick	August 2016
Track platform involvement in Gavi JAs	OAG Coordinator	Ongoing
Invite Bettie to join SC working group covering M+E issues	Amy	August 2016
Propose upcoming OAG meeting schedule	Patrick/Amy	August 2016

OAFRESS Technical Committee (pre-OAG meeting)



OAFRESS presentation to OAG



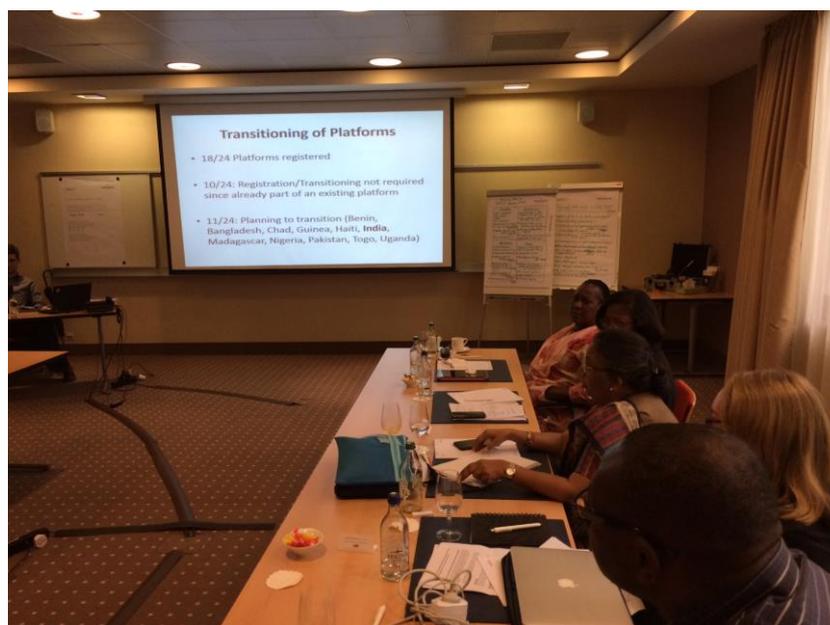
Monica presents the update from CRS



Focused OAG members



Discussing platform transitions



## OAG Meeting Participant List

1. Patrick Bertrand, Global Health Advocates, France
2. Dure-Samin Akram, Health Education and Learning Program, Pakistan
3. Roma Solomon, CORE Group Polio, India
4. Rick Santos (Friday only), IMA World Health, USA
5. Joan Awunyo-Akaba, Future Generations International, Ghana
6. Amy Dietterich, IFRC, Switzerland
7. Naveenkumar Hariram Thacker (observer), CSO representative on Gavi Board
8. Elizabeth Githinji (observer), CRS, Kenya
9. Monica Wambui Njoroge-Ndoria (observer), CRS, Kenya
10. Aho (Guy) Tete Benissan (observer), REPAOC, Senegal
11. Sarah Kirk (observer), Results Australia
12. Dorothy Esangbedo (observer), International Pediatric Association, Nigeria
13. Delphine Adenot (observer- Thursday only), REPAOC, Senegal
14. Luc Soulie (admin support), IFRC, Switzerland
15. Clarisse Loe Loumou, Alternative Santé, Cameroon/France

## Guests

Thursday morning:

16. Mahsa Savchuk, Gavi Secretariat, Switzerland
17. Nilgun Aydogan, Gavi Secretariat, Switzerland
18. Hind Khatib-Othman, Gavi Secretariat, Switzerland

Friday afternoon:

19. Kaosar Afsana, BRAC, Bangladesh