

Gavi CSO Constituency
for Immunisation and Stronger Health Systems
Helping to reach Every Child with Immunisation and Health Services

**Charter for
Gavi Civil Society Organization (CSO)
Steering Committee and Constituency**

Updated December 2022

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Introduction

Civil Society plays a major role in immunisation around the world and in the activities of Gavi, the Vaccine Alliance (Gavi). 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 unreached. CSOs are also important advocates in resource mobilisation 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 prioritisation, 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.

The added value of civil society in immunisation, and more broadly in reproductive, maternal, neonatal and adolescent health, has been well documented, including by Gavi. CSOs provide support to Ministries of Health and EPI programs on technical issues, delivery-related challenges and demand creation, while also playing a primary role in advocacy, ensuring representation of community voices, and holding governments and partners accountable for reaching all populations with high-quality immunisation and health services.

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

Civil Society representatives formally created the Gavi CSO Constituency in 2010. The Gavi CSO Constituency is an independent entity from Gavi, the vaccine alliance and is not legally registered. The CSO Constituency contains two major components:

- **Steering Committee:** Comprises of 18 members including the chair, vice chair, the CSO representative to the GAVI Board Member, Alternate GAVI CSO Board Member, CSO Programme & Policy Committee (PPC) Member and WHO Strategic Advisory Group of Experts (SAGE) on immunisation Committee Member and the Covax representatives. Supporting the activities of these components is the Program Manager and the team including Advocacy Manager and Regional Leads for Africa and Asia respectively.
- **CSO Constituency:** (450 plus member CSOs from across the globe) 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. The 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 Constituency.

1.1 Purpose of Creation of Steering Committee

The Gavi CSO Steering Committee was created to provide the perspective and voice of civil society at the global level and contribute to:

- Strategic decision-making at the GAVI Board/PPC level.
- International, national and sub-national advocacy forums.
- Technical support to CSOs and CSO platforms for equitable and sustainable use of vaccines, the delivery of vaccinations, and improvement of health systems strengthening at all levels.
- Country- and local-level decision-making and service delivery.

2018 onwards was a critical period for CSO involvement in GAVI. Policy decisions made then will shape the vaccines landscape for years to come, such as the Civil Society and Community Engagement Approach:

- [08 Civil Society and Community Engagement Approach](#)
- [08 Annex A CSCE Approach](#)
- [08 Annex B CSCE Theory of Change and Strategic Initiative](#)

1.2 Purpose of Creation of GAVI CSO Constituency

The GAVI CSO Constituency was created to engage CSOs from the globe as an important stakeholder to share voices of communities at the policy level. The Gavi CSO Constituency also actively seeks feedback on implementation of immunisation programmes as well as policy. The Gavi Civil Society Constituency is committed to openness and transparency. CSO meetings are open to all constituency members except on rare occasions.

2. Vision and Mission

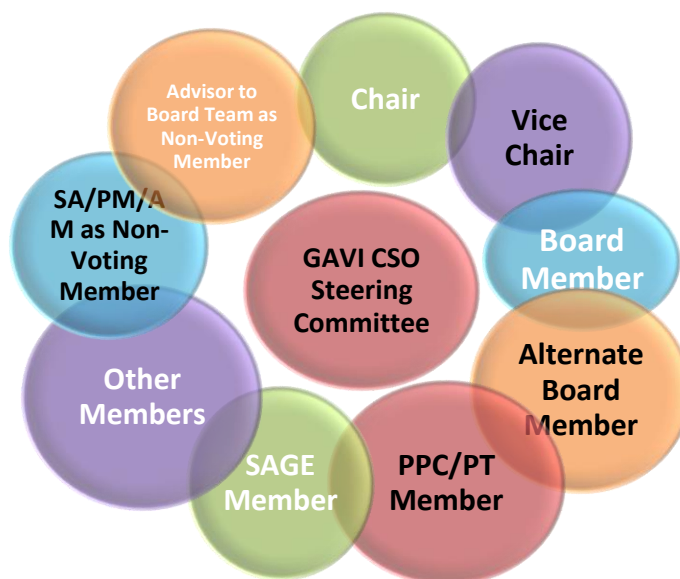
2.1 Vision

Civil Society organisations ensure that every person is reached with vaccination and basic health services, wherever they are and regardless of their origin, gender and social status, defending the principle of leaving no one behind.

2.2 Mission

To provide the perspective and voice of civil society organisations to achieve equity and improved health outcomes, leveraging civil society organisations in countries' efforts to increase and improve level of immunisation coverage, with a focus on hard to reach and underserved populations.

3. Composition of the CSO Steering Committee



The CSO Steering Committee (SC) is an 18-member group of individuals who represent their respective CSOs. In addition, there is a Board member, an alternative Board Member, PPC member, and member of SAGE) that works to support CSO members of the various Gavi governance bodies (Board, PPC, SAGE and other 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 board team is assisted by a special advisor as a non-voting member. The Programme Manager and Advocacy Manager and other staff from the hosting organisation are non-voting members of the Steering Committee. 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.

3.1 Criteria for the Selection of SC Members

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 the relevant issues, available time, technical expertise, and representation of the broad and diverse civil society spectrum. Specific attention is paid to country and region of origin and achieving a balance between types of organisations, for example, advocacy and service-delivery organisations, and candidates' professional background (medical and non-medical). The SC also strives to maintain a gender balance among SC members.

3.2 Scope of Work of Steering Committee

The Gavi CSO Steering Committee represents the larger Gavi Civil Society Constituency in multiple fora including the SAGE. It also nominates civil society representatives to Gavi bodies (including on-going governance mechanisms and time-bound work groups and task teams) and provides leadership and project oversight to the Gavi-supported country-level CSO platform project and other projects through the Steering Committee. It also supports efforts and activities related to coverage and equity, providing guidance and civil society perspective on how to reach the unreached populations. The SC members may also be asked to participate in special working groups related to immunisation such as COVAX, IA2030, AGEI,

and Global Demand Hub among others. The detailed scope of work of steering committee is as follow:

3.2.1 Governance

- 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.
- Provide feedback and follow-up to the SC and wider Civil Society Constituency following Gavi funded participation in meetings, events or trips.

3.2.2 Gavi Secretariat

- Provide a liaison between Gavi and the broader Civil Society Constituency.
- Act as a communication channel to relay country concerns to relevant Gavi bodies.
- Challenge the Gavi Secretariat and partners to be inclusive of civil society in decision making and implementation. This includes engagement at all levels, including implementation, advocacy and funding mechanisms.

3.2.3 Advocacy and Wider Representation

- Fulfil the oversight function to monitor how immunisation-related commitments at national, regional and international levels are met.
- Advocate for resources, both domestic and international, to achieve Gavi's goals.
- Track Gavi's adherence to globally agreed principles such as the Paris Agreement for Aid Effectiveness¹, the Global Health Partnerships Principles, and other relevant agreements.
- Represent the Gavi Civil Society Constituency (or arrange other appropriate representation) at various meetings, such as the Global Immunisation Meeting (GIM), UHC 2030 meetings, financing meetings, etc.

3.2.4 National Platform Building and Communication

- Build and work with country-level CSO platforms and partners, solicit input, and represent their views at Steering Committee meetings, in Gavi-related fora and provide feedback mechanisms from country and regional CSOs to Gavi and vice versa.
- 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.

3.2.5 Minimum Commitment

- Allocate at least 20 to 25% of working time to Gavi CSO activities, including participating in no fewer than eight SC monthly meetings and calls per year and attending no less than two face-to-face meetings per year.
- Openly communicate any possible conflict of interest and remove themselves from votes where they have a conflict of interest.
- Join and actively participate in one or more SC working groups to further SC priorities.
- The cost including transport and per diems of SC members during the physical meetings will be covered through the host organisation

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

4. Structure of Steering Committee

The broader GAVI CSO constituency nominates potential candidate CSOs who are elected by the currently serving SC members against a laid down criteria list.

The 18-member committee is led by a Chair and assisted by a Vice Chair. The Chair's term will be for two years. 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 two year. The Chair will have as primary tasks to call and preside over meetings of the SC and CC and to supervise the PM. 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, accountability of SC members 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. The Chair and Vice-Chair are guided and accountable to the Coordination Committee.

The steering committee has three major committees:

- 4.1 Coordination Committee**
- 4.2 GAVI Board Representatives**
- 4.3 GAVI PPC Representatives**

4.1 Coordination Committee

The Charter establishes a Coordination Committee (CC) to facilitate the work of the SC. The CC is composed of the SC Chair and vice-Chair, the CSO representative and alternate on the Gavi Board, the Special Advisor (as an observer), the PPC representative, and the WHO SAGE representative and the PM (observer). The CC feeds back to the wider SC through the monthly SC teleconferences, and by sharing PM write-ups of CC calls.

4.2 CSO Representative and Alternate on the Gavi Board

The CSO representative and alternate on the Gavi Board will be nominated by the SC against a pre-established criteria and secret voting process. The term of each will be two years without any possibility of extension. 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 Constituency 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 should 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 Constituency.

4.3 CSO Representatives on Gavi Programme and Policy Committees

Civil Society representatives to Gavi on the Gavi Program and Policy Committee will be nominated by the SC against a laid down criteria and confidential voting process. The term of each will be two years which could be extended for another two years if there are no objections against the performance and conduct by the PPC committee chair, GAVI Secretariat and Steering Committee. The term will not be extended beyond four years. Civil Society representatives to Gavi Programme and Policy 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 Programme and Policy Committees is to represent the views and interests of the Gavi CSO SC and larger Civil Society Constituency.

5. The Civil Society Constituency

At the broadest level, the Civil Society Constituency encompasses all civil society organisations having an interest in, or who are aligned with, the Gavi mission and who wish to participate. Members represent a diversity of civil society perspectives, positions and experience. The aim of the Constituency is to have wide representation and we are actively encouraging participation and greater inclusion.

Organisations wishing to become Civil Society Constituency members must be legally recognized and registered in their home country as a CSO or non-profit organisation working in immunisation and/or public health and are members in their capacity as CSO/CBO representative. Will ensure the recruitment of new CSOs is fit for purpose, in line with CSCE strategy through a rigorous vetting process determined by the SC to determine legitimacy and eligibility before including/admitting them as constituency members.

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 Constituency should be engaged in immunisation and/ public health.

5.1 Responsibilities of Civil Society Constituency Members

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

5.2 Potential Benefits of joining the Gavi Civil Society Constituency

- 5.2.1 The opportunity to jointly advocate that every person be reached with immunisation and health services, wherever they are and regardless of their origin, gender and social status, defending the principle of leaving no one behind.
- 5.2.2 The opportunity to attend and contribute to our global, regional and in country activities and events related to immunisation and health systems strengthening.
- 5.2.3 Ability to share information on your work with a global group also active in immunisation.
- 5.2.4 Willingness to feed into Constituency wide communications, participate, and coordinate activities around key moments and events such as World Immunisation Week, Universal Health Coverage (UHC) Day, Gavi high level events, etc.
- 5.2.5 Receive regular news and updates on the constituency website, Facebook page and Twitter feed to facilitate sharing of innovative ideas and good practices, lessons learnt and other information.
- 5.2.6 Ability to send your own organisation's news, press releases, events, and notes from the field for posting on the Gavi CSO website and social media interfaces.
- 5.2.7 Ability to feed into Gavi Board discussions and influence strategies to ensure CSO voices and perspectives are considered via the Gavi CSO Board and PPC representatives, and through inputting into circulated papers, positions or memos.

5.3 Procedure for Acquiring Membership in CSO Constituency

Requested membership will be reviewed by the Communication Focal Point (or PM) for approval by the SC. Denial will be exceptional and based on legitimacy, lack of alignment of stated criteria or a conflict of interest.

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

- Proposed region membership
- Regional focal point

The regions remain under the umbrella of the CSO Constituency and the guidance of the SC.

6. Remunerated Position for the Supporting the Affairs of CSO Steering Committee & its Constituency

6.1 The Programme Manager

The programme manager 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 Constituency. The **Gavi CSO Constituency Programme Manager (PM)** serves as de-facto Secretariat of the Gavi CSO Constituency and Steering Committee, facilitating and coordinating the work of both bodies. The PM 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 PM also works towards maximising the Constituency's role within the Alliance by advising the Steering Committee on strategic opportunities to advance civil society's priorities, interests and engagement.

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

6.1.1 Performance Management System for PM

The performance of the PM will be reviewed on a bi-annual basis (mid-term review and end-of-year review) by the Gavi CSO Steering Committee Chair and Vice-Chair and the position's line manager at Host agency. In addition, the Gavi CSO SC Chair and Vice-Chair will seek input from Gavi Secretariat via the CSO focal point at the Gavi Secretariat. The host agency's line manager will alert the Gavi CSO SC Chair when the review process is announced and will ensure that feedback from the CSO SC Chair and Vice-Chair and Gavi Secretariat is considered and registered in the host's performance appraisal system.

6.2 Advocacy Manager

The Advocacy Manager is paid staff and is a non-voting/observer member of the SC, they support the advocacy activities of the SC and Constituency at the country-level, regional and global platforms in line with SC's strategic priorities. The Advocacy manager - will be recruited by the agreed host agency, involving SC members in the recruitment panel. The Advocacy Manager will serve under the terms of a mutually-agreed contract and is subject to the norms and practices of the host agency. See Advocacy Manager's Terms of Reference in Annexes.

6.2.1 Performance Management System for Advocacy Manager

The performance of the Advocacy Manager will be reviewed on a bi-annual basis (mid-term review and end-of-year review) by the Gavi CSO Steering Committee Chair and Vice-Chair, and the position's line manager at the host agency. The host agency's line manager will alert the Gavi CSO SC Chair and Vice-Chair when the review process is announced and will ensure that feedback from the CSO SC Chair is considered and registered in the host agency's performance appraisal system.

6.3 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 on the Board member's technical expertise and needs. 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 also a non-voting member of the CSO SC. See Special Adviser Terms of Reference in Annexes.

7. Host Agency

Every year, the SC led by the Coordinating Committee will review the performance of the host Agency and Key staff from the host agency.

7.1. Handover Procedures

In the event that a new Agency is in place, a handover process shall be initiated by the outgoing PM/PM. All programme documents shall be handed over to the new host in editable formats and PDF as necessary. These shall include and not limited to: Constituency membership list with contact names, emails and geographical location; Reports and minutes of all meetings held over the past years; previous annual work plans and proposed immediate actions for follow up by the new Host.

8. Duration and Amendment of Charter

This revised charter (2022) now replaces the November 2018 version effective immediately and will be revised again in October 2023. Henceforth the charter shall be reviewed on an

annual basis. The SC Chair and Vice-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. The revised charter shall be availed to all members. New members shall be required to read the charter before signing the conflict of interest form.

9. Conflict of Interest

All SC members shall be required to sign a conflict of interest form upon nomination. In cases where conflict of interest is established, the CC shall discuss and resolve the issue during their monthly meetings. The final decision shall be communicated by the chair.

10. Inactive membership

A member of the SC shall be deemed inactive in the event that they fail to attend a specified number of meetings as shall be agreed on by the entire SC or on conduct unbecoming a member e.g. sharing of sensitive communication or misappropriation of funds or communications. The Chair and Vice-Chair shall make a follow-up to establish the reasons for such failure and communicate to the CC who shall take the final decision.

11. Annexes

Annex 1: Terms of Reference of 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.

Please note this work is being handled on a voluntary basis.

Membership

- Board Member
- Alternate Board Member
- Chair of Steering Committee
- Vice Chair of Steering Committee
- Communications Focal Point/Program Manager (Observer)
- WHO SAGE Representative
- PPC Representative
- Special Advisor to the Board Member (Observer)

Mode and Frequency of Communication

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

Responsibilities

The Coordination Committee will:

- Review documents and reports received from Gavi secretariat and draw the attention of SC to issues that require decision/action.
- Provide oversight and guidance to the PM for matters concerning the SC, broader CSO Constituency and the Gavi Secretariat.
- 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.
- Participate in meetings or teleconferences with the Gavi Secretariat as requested.
- Coordinate the selection process for steering committee members.
- Coordinate the selection process for the CSO Board and Alternate Board members.
- Coordinate the selection and nomination process for different Gavi committees, task teams and partner events as required.
- 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.

Objectives

In order to have a formal perspective of CSOs in policies, strategies and position papers, GAVI has included one CSO representative in its Board of Directors.

Criteria for the Selection of Board and Alternate Board Member

- Medical Expert in any of the Paediatric Field
- 10-15 years of experience of working at an international level on immunisation /public health
- 10-15 years of experience of working in developing countries on immunisation /public health

Responsibilities

- Review board papers and analyse them for preparing CSOs position.
- Facilitate and consult SC members to share their opinions and ideas on Board papers and compile an overall consensus based CSOs position for onward sharing in board meetings.
- Prepare strategies for networking and lobbying to get maximum support for the endorsement of CSOs position and its integration in board papers.
- Network and lobby to secure support in board meeting to get maximum support for the acknowledgement of SC position in the decision making process.
- Adopt effective measures and communicate CSOs position in board meeting with reference to the key policy decisions.
- Maintain cordial relations with the board members, maintain credibility as SC representative, and ensure there is no official negative feedback about the SC member's participation and performance as Board and Alternate Board member.
- Report back to SC members about the board deliberations, successes and challenges.

Accountability and Reporting Line

The board and alternate board member are accountable to the Steering Committee through Chair and Vice Chair for their working as a board and alternate board member. They are bound to comply with the SC charter and function as per approved terms of reference and procedures.

Annex 3: Terms of Reference of PPC/PT Member

Objectives

In order to have formal perspective of CSOs in policies, strategies and position papers, GAVI has included one CSO representative in its Programme and Policy Committee.

Criteria for the Selection of Programme and Policy Committee

- Medical Expert in any of the Paediatric Field
- 10-15 years of experience of working at an international level on immunisation /public health
- 10-15 years of experience of working in developing countries on immunisation /public health

Responsibilities

- Review PPC papers and analyse them for preparing CSOs position.
- Facilitate and consult SC members to share their opinions and ideas on PPC papers and compile an overall consensus based CSOs position for onward sharing in board meetings.

- Prepare strategies for networking and lobbying to get maximum support for the endorsement of CSOs position and its integration in PPC papers.
- Network and lobby to secure support in PPC meeting to get maximum support for the acknowledgement of SC position in the decision-making process.
- Adopt effective measures and communicate CSOs position in PPC meetings with reference to the key policy decisions.
- Maintain cordial relations with the board members, maintain credibility as SC representative, and ensure there is no official negative feedback about the SC member's participation and performance as PPC member.
- Report back to SC members about the board deliberations, successes and challenges.

Accountability and Reporting Line

The PPC member is accountable to the Steering Committee through Chair and Vice Chair for their working as PPC member. They are bound to comply to the SC charter and function as per approved terms of reference and procedures.

Annex 4: Program Manager (funded)

The Gavi CSO Constituency Communications Focal Point/Program Manager serves as de-facto Secretariat of the Gavi CSO Constituency and Steering Committee, facilitating and coordinating the work of both bodies. The PM 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 PM also works towards maximising 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 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 organisations to strategically develop the Constituency.
- Serve as a non-voting member 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 gatherings 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 Constituency, Gavi Replenishment events, and activities).
- Report to SC Chair and Vice-Chair on a quarterly basis regarding the financial status of Gavi grant.

Communication

- Serve as the 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, UHC 2030, 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 in various areas such as logistics, health financing, health policy, social mobilisation, vaccine management, etc.; grants; training and partnership opportunities).
- Undertake other pertinent assignments that the SC, through the Chair and Vice-Chair, might ask to be performed.

Annex 5: Terms of Reference for the Advocacy Manager (funded)

- Coordinate policy engagement, communications, and capacity-strengthening activities promoted by the Gavi Secretariat in collaboration with the Gavi CSO Steering Committee.
- Establish and nurture partnerships with relevant stakeholders including CSOs, governments and the private sector while initiating other useful ones.
- Work closely with the project team and lead in planning, implementing, and managing the advocacy and policy engagement activities within budgetary guidelines and donor compliance requirements.
- Work closely with the Gavi CSO Steering Committee and the Gavi Secretariat to develop knowledge translation products such as evidence briefs, policy briefs, fact sheets, and others for CSOs.
- Organise and lead policy engagement forums at national, regional and global levels in liaison with research teams to disseminate research findings and promote the use of evidence in policy engagement.
- Attend and ensure appropriate and balanced representation of CSO voices in key regional and global meetings identified by the Gavi CSO Steering Committee and the Gavi secretariat as part of Gavi CSO delegation, by taking minutes and providing written reports to wider CSO Constituency on key outcomes.

- Developing and implementing robust and impactful advocacy and policy engagement strategies.
- Work closely with the core team in ensuring compliance with donor requirements such as keeping track of outputs and outcomes for advocacy and policy engagement, writing annual progress reports and updates to Gavi.

Annex 6: Terms of Reference for the Communication and Liaison Officer (funded)

The Communications and Liaison Officer will report directly to the Programme Manager and support activities related to branding and visibility, development of messages, managing the website and dissemination of project information in consultation with the Programme Manager.

Job Responsibilities

- Work with the Programme Manager to develop and implement communications campaigns and strategies and monitor their success.
- Determine strategic communications campaigns that will help further the CSO hosting arrangement objectives.
- Produce and disseminate quarterly newsletters with the CSO Constituency and partners, in English and French.
- Lead the development and regularly update a new Gavi CSO website with increased functionality, strengthening exchanges with Gavi communications and social media, ensuring increased visibility of Gavi CSO Constituency on Gavi's sites through stories, articles, and blogs.
- Create internal communications protocols and initiatives that will foster employee morale.
- Support the creation of communications material and content that support the CSO hosting arrangement brand and support the advocacy agenda, including white papers, website copy, and more.
- Develop and produce stories of how CSOs are supporting delivery, accountability, communications or providing technical support to country plans, and contributing to placing a focus on equity and vulnerable populations, aligned with Gavi Alliance 5.0 and CSCE approach priorities and strategic focus.
- Represent the CSO hosting arrangements at relevant events and press conferences.
- Reach out to influencers, media and beyond in order to arrange story placement on a national and global level.
- Manage a CSO Constituency membership database to ensure up to date member details and increase membership transparency and visibility through real time analytics on geographic location, technical expertise, and other organisational characteristics across Constituency members.
- Support the development and dissemination of knowledge and experience through enhanced communication, strengthened knowledge products and publications.
- Develop and manage communications tools for the CSO Constituency and Gavi CSO Steering Committee.

Annex 7: Terms of Reference for the Senior Programme Accountant (funded)

The Finance and Administration Manager will report directly to the Project Manager and oversee the unit's finance and administrative functions including ensuring compliance with

both Gavi and Amref financial and procurement rules and regulations, accounting and operations.

Job Purpose

- Provide leadership to ensure that the program maintains the highest administrative, financial, and operational standards for compliance and audit.
- Establish and maintain sound and transparent accounting and fiscal control procedures for financial, sub-award and operations aspects of the program.
- Ensure compliance of financial systems within Amref Health Africa policies and procedures, Gavi rules and regulations, award requirements, and relevant government laws.
- Develop, analyse and monitor program budgets; monitor and track obligations and expenditures against budgets.
- Advise the Team Leader regularly on financial and operations related matters
- Oversee all administrative and logistics.
- Work closely with regional office administrative (including financial, contracts, HR), program, and operational teams to ensure timely and quality reporting, and lead program teams.
- Prepare and submit expenditure reports, payment management system reports, and other required financial and audit reports to Gavi.
- Supervise program-based finance, operations, administration, logistics, contracts, security and procurement staff.

Annex 8: Terms of Reference for the Administrative Assistant (funded)

Job Purpose

- Meeting planning: Organise 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 the first day of the SC meetings and all of the Steering Committee meetings.
- Travel organisation: Organise travel for the Gavi CSO Steering Committee members whose participation in meetings and conferences will be covered by the service agreement between Gavi and the host agency.
- Finance and payments: Work with the host agency's Legal and Finance Departments to facilitate contracts and payments relating to Gavi CSO work; liaise with the finance department for matters in relation to the Gavi.
- Communications: Update and improve the Gavi CSO webpage as requested; work with the host s to ensure all CSO programmatic content is up to date. Ensure regular updates to the 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; support ad-hoc activities organised by the host agency for the CSO Constituency; routine administrative work as requested by the PM.

Annex 9: Terms of Reference for Special Advisers to Board Members from the Civil Society Organizations Constituency (Funded)

Objectives

To support the Board Member with regard to his role as Gavi Alliance Board Member and to maintain regular communication with the Alternate Board Member, Committee Delegates, the Civil Society Organizations (CSO) constituency and close liaison with the Gavi Secretariat in Geneva and in Washington D.C. on behalf of the Board Member.

Deliverables

The Special Adviser will:

Support to Board Member, Alternate Board Member and Committee Delegates to:

- Develop a strong understanding of all Gavi policies and any changes and liaise closely with the Gavi Secretariat teams.
- 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.
- Ensure close liaison between the Board Member, Alternate Board Member, Committee Delegate and CSO representatives on the COVAX Facility governance mechanisms.

Constituency Engagement

- Actively consult and communicate with the CSO constituency (including COVAX-related issues) 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.
- 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.
- Support the active engagement of the constituency on Board Committees, COVAX governance mechanisms, and with other constituencies of the Gavi Board.
- 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.

Reporting

- 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.
- 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.
- 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.

Admin/Other

- Provide administrative support in meeting scheduling and other areas, as requested by the Board Member or the Secretariat.

Description of Services

Support to Board Member, Alternate Board Member and Committee Delegates

- Prepare briefings to ensure that the Board Member, Alternate Board Member and Committee Delegates are well informed on key policy, governance and management issues in support of his/her role(s) on the Gavi Alliance Board and Committees.
- 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.
- 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.

Constituency Engagement

- Ensure that all Gavi policies, including information on the implications for the constituency, are communicated with the constituency and to get constituency feedback.

Reporting

- Provide administrative support for scheduling Gavi-related events and teleconferences, as requested by the Board Member or the Secretariat.

Admin/Other

- 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, Committee Delegates and the CSOs constituency members.
- Perform other duties, some requiring national or international travel, as required

Performance

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



Annex 10: conflict of interest form

Annual Declaration Form:

Conflict of Interest and Ethics Policies

Your name	
Year	

1. Overview

The Gavi CSO Steering Committee Conflict of Interest Policy requires an annual declaration of interests so there is full and proper disclosure of any conflicts you may have when participating in decisions on the Steering Committee's behalf.

The following sections review the types of declarations required and provide space for you to list, to the best of your knowledge, any interests that may create an actual, perceived, or potential conflict of interest.

2. Organisational Interests

You have an **Organisational Interest** if you are an officer, director, trustee, or partner, or if you are (negotiating to become) an employee in an entity that may benefit financially when you are taking decisions on the Gavi CSO Steering Committee's behalf. The Steering Committee Chair must be aware of these associations to ensure you do not inappropriately participate in making a decision on the Steering Committee's behalf to potentially conduct business with such entities.

Please state below each of these positions and entities if applicable:

Current position	Entity	Period of position

3. Personal/Financial Interests

You have a **Financial/Personal Interest** when you or any family member may benefit financially or in any other significant way from a transaction or other financial arrangement between Gavi and an entity with which you or your family member has:

- An ownership or investment interest;
- A senior leadership or board member position (whether paid or unpaid);
- A direct or indirect compensation arrangement, including through a business, investment or family member, or in the form of substantial gifts or favours; or
- A potential of securing any of the above.

The Steering Committee Chair must be aware of these associations to ensure you do not inappropriately participate in deciding on the Steering Committee's behalf to potentially conduct business with such entities.

Please state below the names of any arrangements you personally have in which you would or could receive a personal or financial benefit as a result of that relationship with Gavi and/or the Gavi CSO Steering Committee:

Current position/interest	Entity	Business with Gavi

Please state below the names of any arrangements your family members have in which they or you would or could receive a personal or financial benefit as a result of that relationship with Gavi and/or the Gavi CSO Steering Committee:

Name & family relationship	Position/interest and entity	Business with Gavi

4. Other declarations

Please use the space below to list any other information that the Gavi CSO Steering Committee should know in order to ensure your compliance with the Conflict of Interest and Ethics policies.

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5. Signature

As a member of the Gavi CSO Steering Committee, I hereby acknowledge that I have received a copy of Gavi's Conflict of Interest and Ethics Policies and that I have read, understand, and agree to comply with the policies. **I undertake to update the information requested in this form in the event of any material changes to my circumstances at the earliest possible opportunity.**

Printed Name: _____ Signature: _____

Date: _____

**Questions and send form to:
The Program Manager Gavi CSO**

Annex 11: Coordination and Communications Agreement Call- 15th July 2022

Discussion Points

1. The Role of Board; the Steering Committee & the host- Amref

- The role of the Steerco in our charter. The charter is the guiding document for the SC (currently being revised).
- The Gavi CSO Steering Committee represents the larger Gavi Civil Society Constituency in multiple fora including the SAGE.
- It also supports efforts and activities related to coverage and equity, providing guidance and civil society perspective on how to reach the unreached populations.
- 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.
- Provide feedback and follow-up to the SC and wider Civil Society Constituency following Gavi funded participation in meetings, events or trips.
- Provide a liaison between Gavi and the broader Civil Society Constituency.
- Act as a communication channel to relay country concerns to relevant Gavi bodies.
- The SC is the voice of the CSO.
- The SC should support Amref and SC should also to reach to Amref.
- The role of the board: The board representatives are the voice of the CSO at the board. Hence any communication to Gavi board from the CSO is through BM and ABM.
- The role of the host - Amref;
 - The host - Amref is to ensure action points at SC are communicated to Gavi.
 - To ensure Chair and Vice-Chair are fully supported.
 - To support with the SC with Board meeting preparations or any other meetings.
 - To ensure communication goes through the proper channels.
 - The host - Amref is flexible.
 - The role of host- Amref is to support the CSO work plan and the role of then SC is to support Amref to deliver on the work plan.

2. Communication Channels

- All external communication goes through the Host PM from the Steering Committee to Gavi and from Gavi to the Steering committee.
- Communication will be through the Chair and Vice-Chair and they can delegate to the PM and other Gavi CSO host staff.
- PM should ensure the Chair and Vice Chair are looped in the communication.
- SC should have internal discussions on issues and agree before communicating with the external audience. This is to ensure Gavi secretariat receives one unified message from the SC.
- The Chair of the SC is the voice of the Steering committee with the Gavi secretariat
- There should be clear timelines that should be agreed upon if there are any issues among the SC members that need to be resolved.