



**Gavi CSO Constituency**  
*Helping Reach Every Child*

# 2022-2024

## ACHIEVEMENTS REPORT

This document is intended to summarize the achievements of the Gavi CSO Constituency during the reporting period 2022-2024. It aims to highlight the activities undertaken by the Constituency to represent the voice of the community at various platforms and advocate for equitable vaccination.





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## LIST OF ABBREVIATIONS

ABM	Alternate Board Member
APPT	Alliance Partnerships and Performance Team
CDC	Centre for Disease Control
CEPI	Coalition for Epidemic Innovations
CHW	Community Health Workers
CPHIA	Conference on Public Health in Africa
CSCE	Civil Society and Community Engagement
CSO	Civil Society Organisation
EPI	Expanded Programme on Immunisation
MCM	Medical/Pandemic Countermeasures
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
PAN	Pandemic Action Network
PCV	Pneumococcal Conjugate Vaccine
PPC	Programme and Policy Committee
PPE	Programme and Policy Engagement
PPPR	Pandemic Prevention Preparedness and Response
SAGE	Strategic Advisory Group of Experts
SC	Steering Committee
UHC	Universal Health Coverage
UNGA	United Nations General Assembly
UNHLM	United Nations High Level Meeting
WACI	World AIDS Campaign International
WHA	World Health Assembly
WHO	World Health Organization



## BACKGROUND

The Gavi CSO Constituency came into being in 2010, as an independent entity to act as a global platform for civil society to provide voice and bring different perspectives together at a global level to achieve the agenda of vaccination for all.

Why the Steering Committee was created: The Gavi CSO Steering Committee was created to provide the perspective and voice of civil society at the global level and contribute to (i) enable strategic decision making at the Gavi board/PPC level, represent the voice of CSOs across international, national and sub-national advocacy forums,

- 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

The Gavi CSO Constituency comprises of four entities –

1. CSO Constituency: The Constituency comprises 700 plus member CSOs from across the globe. The 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.
2. Gavi CSO Steering Committee that is represented by 18 diverse 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. A Programme Manager, Advocacy Manager and Regional Leads for Africa and Asia support the constituency work.
3. Gavi Secretariat: The Gavi CSO Secretariat is responsible for alignment between the Steering Committee and the Gavi CSO Secretariat to advocate for vaccination at local, national, regional and global platforms. The PPE (Public Policy Engagement) team helps to bridge communications between Gavi Alliance, the SC and the Gavi CSO Secretariat. The secretariat ensures that all members are aligned with respect to programme implementation.
4. Gavi CSO Secretariat offers strategic advisory services to the Gavi CSO Steering Committee and supports capacity building efforts promoted by the Gavi Secretariat across the CSO Constituency for country-led engagement and implementation. The Secretariat ensures coordination between the Gavi Secretariat, the Gavi CSO Steering Committee and the Constituency and manages communications on key and relevant issues for the Civil Society immunisation community.

# THE GAVI CSO CONSTITUENCY ROADMAP


With Amref Health Africa as the host, the Gavi CSO Secretariat has been providing strategic advisory services to the Gavi CSO Steering Committee since 2022. Given below is a timeline and key milestones achieved as part of implementation of the Gavi CSO Constituency programme.



Figure – 1: Milestones of the Gavi CSO constituency Roadmap to 6.0

Milestones explained:

- 1. CSO Host transition and the new Gavi CSO Secretariat:** this milestone represents the transition from the previous host IFRC to Amref Health Africa. The new host has been overseeing the administrative and programmatic aspects of the Gavi CSO Constituency through the Gavi CSO Secretariat. The Gavi CSO Secretariat team features expanded roles through new positions such as the Programme Manager, Advocacy Manager, Communications Officer, Senior Accountant and Regional Lead Asia – with additional support from Amref's shared services: administration, IT, HR etc.



**2. Advocacy, Communications and Knowledge Management Strategies:** The Advocacy and Communications strategy had a strong focus on CSO mapping and mapped over 800 CSOs and communication tools such as the Civil Society Dialogue Series and the Immunisation Today podcast, increasing CSO engagement around key advocacy moments.

**3. A robust knowledge management framework and workplan** was developed to create knowledge products to showcase impact of the work done, for example, reports, case studies etc. Gavi CSO Constituency is expanding its network in the Asia region through regular convenings of CSOs.

**4. Civil Society and Community Engagement (CSCE) strategy:** This milestone is an important one that aims to work closely with the CSO Steering Committee and through consultations with other Alliance stakeholders to ensure meaningful engagement with civil society and communities to deliver Gavi 6.0.

**5. Development of the Steering Committee's strategy and workplan:** This milestone was developed in 2023 and lays out the broad strategies that will be adopted by the Gavi CSO Steering Committee to work closely with civil society actors, contributing knowledge and experiences for global, regional and national level advocacy for immunisation.

**6. Gavi Consultations with Civil Society:** This milestone made sure that civil society actors were part of processes to provide inputs on Gavi 6.0 strategies on Vaccine Investment, Partnerships and collaborations, review of Funding Policies on ELTRACO, Health Systems Strengthening etc. Gavi Talks consultations aimed to gather insights on roll out of Malaria vaccines in Africa. These consultations were important in terms of gathering insights on Gavi 6.0 strategies and on-ground feedback on roll out of new vaccines.

**7. End of Current Hosting:** With the current hosting coming to an end in December 2024, this milestone has focused on development of the 2025 Budget and Workplan with a key focus on CSO engagement on Gavi 6.0.

## **ACHIEVEMENTS OF THE STEERING COMMITTEE**

The Steering Committee has contributed to continued community engagement, advocacy and engagement in key moments. Some of the important achievements is presented in the image below:

## Steering Committee Achievements – A snapshot



## SUMMARY OF KEY ACHIEVEMENTS

The table below is a comprehensive list of achievements during the period of 2022 to 2024. The categories and objectives are as outlined in the service level agreement.

Sl. No	Category	Objectives	Achievements
1	Strategic Advisory	Support active engagement in Gavi governance bodies and processes	Conducted 24+ coordination meetings, 24+ Steering Committee meetings, and 4 bi-annual Steering Committee meetings. Participated in 5 SAGE meetings.
2	Administration	Manage Gavi CSO Constituency's Systems and Processes	Recruited 9 new Steering Committee (SC) members and an Alternate Board Member (ABM). Planned to recruit 4 more SC members in 2024.
		Approval of the SC Strategic Plan	Developed and approved a strategic plan to align with the evolving immunization landscape. Positioned SC and Constituency to shape the Gavi 6.0 Strategy.
		Approval of Changes to the SC Charter	Revised the SC charter to enhance governance, legal compliance, and communication protocols. Achieved consensus on legal expertise for charter review.
		Approval of Budget and Workplan	Streamlined working groups for effectiveness and inclusivity. Outlined recruitment roadmap based on required skill sets for SC members.
		SC Bi-Annual Meetings	Successfully hosted biannual meetings in Nairobi, Abuja, and Barcelona, focusing on programme performance, CSCE engagement, and development of the 2024 workplan.
3	Communications	Facilitate consultations with Civil Society Constituency and Steering Committee	Facilitated 41 advocacy engagements, 16 communication engagements, and 15 capacity-building engagements.
		Deepening Constituency Engagement	Mapped 719 CSOs globally, with 270 requesting to join the Constituency. Strengthened membership drive processes for deeper engagement.
		Website Engagement and Social Media	Attracted 1,500 unique users to the website. Generated over 20,000 impressions on social media, enhancing online presence and knowledge dissemination.
		Civil Society Dialogue Series	Hosted 3 editions of the Dialogue series with participation from over 400 CSOs across 30 countries, facilitating critical engagement on immunization agendas.



4	Advocacy	Support CSO participation in global campaigns and country-level advocacy	Engaged in Gavi Talks and consultations. Participated in the Global Vaccine Impact Conference.
		Advocacy Engagements	Conducted 41 advocacy engagements, driving policy influence and awareness.
5	Capacity Building	Enhance capacity of civil society partners	Engaged CSOs in the "Immunisation Today Podcast" involving 30+ CSOs from 15 African countries. Developed a knowledge management framework and workplan for 2024.
6	Knowledge Management	Knowledge Management Framework	Developed strategies for promoting cross-learning across Gavi Secretariat, Gavi CSO Secretariat Steering Committee, and Constituency.
		Knowledge Management Workplan 2024	Laid out a plan for the development of knowledge products based on programme implementation, to be used for advocacy and learning within the Gavi community.
7	Networking	Manage Constituency Membership and support CSO Mapping	Mapped 719 CSOs globally, with 270 CSOs expressing interest in joining the Constituency. Strengthened networking through engagements across regions.

## ACHIEVEMENTS

### PROGRAMME MANAGEMENT

The strategy for Programme Management included development of a robust workplan and budget to implement all the planned activities such as SC engagement in key moments, reviews (including face to face meetings), logistics, planning, allocation of human resources for the programme among others. Following are some key achievements in programme management during the reporting period.

**1. SC Workplan and Budgets:** The Gavi CSO SC workplan and budget for 2023 & 2024 were finalized and presented during the respective Biannual meetings.

**2. Meetings:**

- Productive discussions during the CSCE Working Group meeting aimed at understanding the implementation of the CSCE approach and developing a shared work plan for 2024.
- Agreement on roles, responsibilities, and communication/working agreements among the Gavi Secretariat, Amref, and CSO SC, with action points identified for further progress.
- Monthly Coordination Committee meetings to approve SC monthly meeting agenda, among other matters.
- Monthly SC meetings to track progress, discuss action points, and receive updates on various working groups and administrative matters.
- Bi-Monthly catch ups with the Gavi Secretariat to align on programme objectives, timelines, and CSO and SC engagement strategies.
- Gavi Secretariat Mission to Amref: Productive discussions and agreements reached during the mission visit regarding programme delivery, roles, responsibilities, and alignment between Gavi, SC, and Amref. Development of an action plan for key deliverables and advocacy priorities for 2024, emphasizing the need for SLA and SC Charter review.

**3. Secretariat Team Recruitment**

- Recruitment of Advocacy Manager, Communications Officer and Snr Programme Accountant completed successfully.
- Recruitment of Programme Manager despite high turnover in the position.
- Recruitment of the Regional Lead for Asia was completed, and the successful candidate was selected.



#### 4. Recruitment of SC Members

- a. Successful recruitment and appointment of an Alternate Board Member (ABM)
- b. Recruitment of 9 new SC members in 2022/23
- c. Successful recruitment of 4 SC members in the year 2023.
- d. Five more SC members were recruited in 2024.

### ADVOCACY

During the hosting period, advocacy efforts aimed at engagements at various global and regional forums, to communicate with policy makers, decision makers at the global level and CSOs to emphasize the need for reaching the last mile with vaccination. The Gavi CSO Constituency and the Gavi Secretariat have played a crucial role in identifying the right platforms and forums to emphasize the role of stakeholders in reaching the communities with vaccination, and helping people lead healthier lives.

Listed below are the key activities undertaken to promote community voices at various platforms, to advocate for vaccination.

1. **Development of a CSO-led Advocacy strategy with identified priorities**, key moments for CSO engagement and a work plan for 2022 – 2024. (Consult document to confirm)
2. **CSO mapping**: To increase CSO engagement within the constituency, a CSO mapping exercise was initiated. The mapping exercise majorly involved merging and cleaning data from the various CSOs' listservs. Particularly, the exercise analyzed data drawn from the following sources: Listserv shared by IFRC and from the previous website; The Covax CSOs listserv; Mapping results from Kati Kollektives/ CSCE CSO data; The CSO registration on the Kobo toolkit; CSOs during the 1st dialogue series and immunization podcast and the Gavi CSOs Country platforms. 831 CSOs were identified from intensive data cleaning and analysis. bulk of the CSOs (492) are in Sub-Saharan Africa: Central Africa (14), Eastern Africa (224), Southern Africa (40) and Western Africa (234). Asia-Pacific has 205 CSOs mapped: Asia (202) and Pacific (3). North America has 51, Europe with 44 CSOs: Eastern Europe (14) and Western Europe (30). Arab states and South America both have 2 CSOs mapped.



### 3. Establishment of the Advocacy and Communications Working Group (ACWG):

This Working Group focuses on developing strategic advocacy and communication initiatives for major events and global campaigns. The group's mandate includes aligning key messages with global health trends, cultivating positive relationships with diverse stakeholders, and evaluating the impact of communication and advocacy efforts. Additionally, the ACWG will ensure that civil society and communities have a strong voice in our initiatives, amplifying their perspectives and experiences to drive meaningful change and enhance the visibility and effectiveness of our work.

4. **Successful development of the Civil Society Dialogue Series**, a platform for CSO engagement on global issues and a platform for Gavi and Alliance Partners to communicate information and engage in conversations with CSOs. So far, we have organised 3 Dialogue Series events, bringing over 400 CSOs together and showcasing at international platforms such as the Conference on Public Health in Africa (CPHIA2023). The key topics of the Dialogue series include; Building Partnerships for Accountability- to intensify efforts, establish partnerships, and enhance collective determination to reach children who have not received any vaccine doses (Zero Dose). Diverse Participation: featuring a diverse group of participants, including civil society organizations, donors, UN agencies, regional health practitioners, academia, and research institutions. Informative Sessions: including updates on the Mid-Term Review (MTR) and recent decisions by the Gavi Board. Participants were provided with up-to-date information to facilitate informed discussions. CSO Role in Immunisation: The dialogue highlighted the critical role of civil society organizations in advancing immunisation agendas, especially in reaching Zero Dose children and communities, including those in fragile areas. The Second Civil Society Dialogue series pushed for coordination, accessibility and inclusive participation and sustainability of the immunization agenda.

#### The CIVIL SOCIETY DIALOGUE SERIES



29TH MARCH  
130 CSOs

26TH JULY  
276 CSOs

29TH NOV  
45 CSOs in person  
100 CSOs Virtual

*Highlights*

#### Presentations:

- WUENIC data - [Unicef](#).
- Civil Society engagement in the Full Portfolio Planning - PATH.
- Malaria Vaccine rollout - Gavi
- Joint Work Plan 2023 - Gavi/CSO Secretariat

#### Feedback sessions:

- Gavi Vaccine Impact Conference - Esther Nasiky, Gavi CSO SC
- Gavi Board - Bvudzai Magadzire, Gavi CSO SC

**Panel Discussion:** "Triumphs & Challenges: Civil Society's Drive for Immunisation Equity"

**Interactive Dialogues:** "Towards a Fully Immunised Africa: Civil Society's Role & Roadmap"



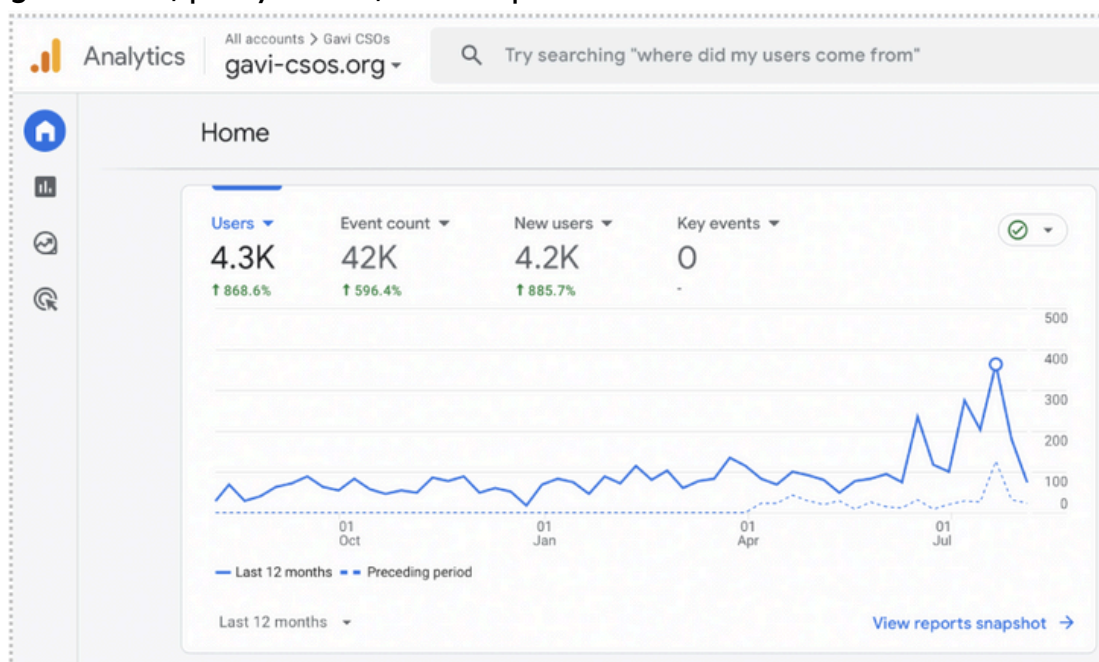
\*\*\*To view the full list of Advocacy activities, please refer to Annex – 1

## COMMUNICATIONS

The Communication strategy focused on deepening engagement with the constituency by involving stakeholders and communities in key events, and in disseminating information about the key activities and achievements of the Constituency. The communications team enhanced visibility of the advocacy efforts and positioned the Gavi CSO Constituency as an entity that is committed to reaching the last mile with vaccination.

Listed below are some key achievements of the communication strategy for the reporting period.

- 1. Development of a comprehensive communications strategy for the Gavi CSO Constituency.** The strategy outlines the overarching goals, target audiences, key messages, and communication channels to effectively engage stakeholders and promote the work of the constituency.
- Content Production Strategy:** We developed and implemented a content production strategy aimed at highlighting the Gavi CSO Constituency's impactful programmes and increasing our audience reach, in support of the more global communications strategy.
- 2. Hello World Campaign: Website Launch and Twitter Activation:** The Hello World campaign, was launched during World Immunisation Week, and was developed to reintroduce ourselves as the Gavi CSO Constituency, and launch the new visual identity, website and social media pages. Promoted mainly through our mailing list, the campaign garnered significant attention and engagement from our audience. Following the launch of the new website, a series of 82 social media messages helped to raise awareness about the importance of immunisation and promoted the work of the Gavi CSO Constituency, gaining 189 followers, 1,800-page visits and over 14,000 impressions. However, LinkedIn trailed far behind with less than 24 new followers, 28-page visits, and 3,000 impressions. With Twitter taking the lead, the campaign successfully reached a wide range of stakeholders, including civil society organizations, policymakers, and the public.

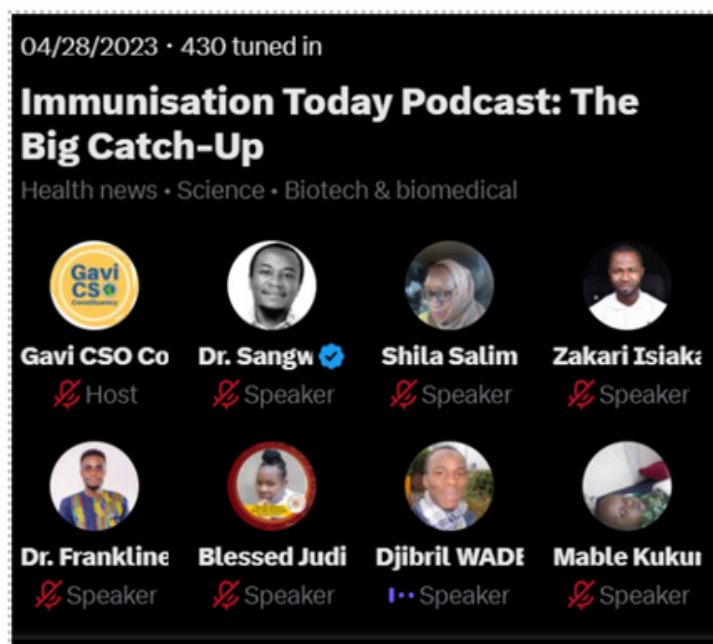
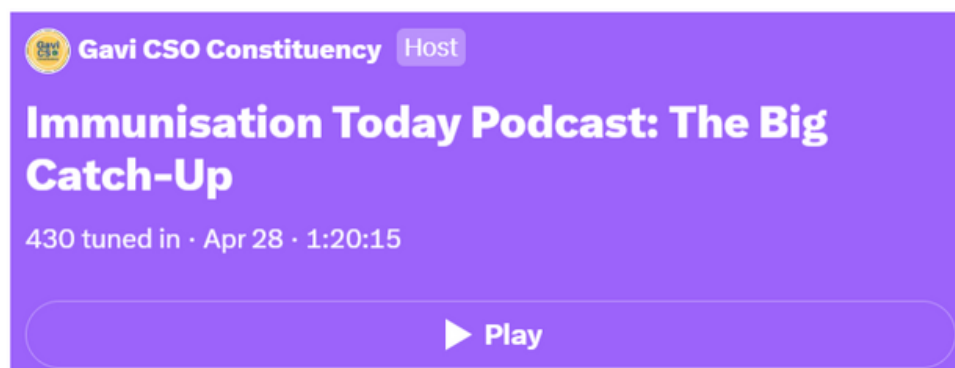


Website traffic to date



### Website traffic by country

**3. Twitter Success of the Immunisation Today podcast:** The World Immunisation Week 2023 Twitter Space event, held on the 28th of April, was a virtual confluence of experts and advocates in the immunization field across Africa. This engaging forum addressed the main theme "The Big Catch Up" attracted over 70 active participants representing over 30 CSOs and has been accessed over 500 times since the event. The event also gained over 10,000 impressions online, extending the reach of these discussions beyond the live session.





4, **Increased engagement with Gavi, the Vaccine Alliance:** on various advocacy and communications priorities. Various events and online campaigns helped to promote the importance of immunisation and advocate for equitable access to vaccines. This collaboration allowed us to amplify our message and reach a broader audience, including policymakers, donors, and other stakeholders. We also got feedback on the Communications Strategy from the Gavi Secretariat Communications Director and Manager, and inputs are being factored into the strategy for Q3 & Q4, as well as the 2024 Communications Strategy.

5, **CPHIA 2023 – November 2023:** actively participated in the CPHIA 2023 conference, held in Lusaka, Zambia. Our presence at this prestigious event was marked by several noteworthy accomplishments:

- **Immunisation Today Podcast:** The Immunisation Today Podcast series was launched during CPHIA 2023. The podcast provided a platform for over 20 CSOs from more than 12 countries to share their insights and experiences and served as a powerful tool for advocacy and knowledge dissemination. This content was further disseminated online through our website and social media channels.
- **High-Level Engagements:** with key stakeholders, including policymakers, health experts, and CSO leaders, during our Civil Society Dialogue Series side event as well as various panel discussions and workshops by other organisations. These interactions facilitated meaningful dialogues on immunisation and public health strategies in Africa.
- **Partnerships:** Explored collaborative opportunities with organisations, both regionally and globally, to strengthen impact in the field of immunisation. These partnerships hold the potential to drive positive change in the coming year.



6. **Global Communications Working Groups:** We joined Amref's Global Communications Working Group, a strategic engine responsible for streamlining communications standards, monitoring and evaluation, and ensuring the implementation of our global strategy. We also developed the idea of having a Communications Working Group for the Gavi CSO Constituency and will roll out membership calls in the first quarter of 2024.

## KNOWLEDGE MANAGEMENT


The knowledge management strategy has focused on developing a roadmap for (i) support network building and advocacy by documenting discussions at global, regional and local platforms and develop them into products that can contribute to advocacy (ii) gather knowledge from key engagements of Gavi with the constituency and develop products and (iii) development of tools and products to improve engagement within the constituency. Given below are key achievements of the knowledge management strategy.

- A knowledge management framework and strategy, and workplan for 2024 was developed. The plan can be viewed [here](#).
- The knowledge management updates for Q1 and Q2 of 2024 were completed and shared with the Gavi Secretariat along with the other updates.
- Three knowledge products have been developed from the experience of the Gavi CSO Constituency - (i) an achievement report highlighting key milestones achieved as part of the programme, (ii) a collection of case studies highlighting the role of Immunisation Champions in Africa and how they have contributed to getting communities vaccinated and (iii) strategic notes based on Gavi's consultation with CSOs on the Investment Opportunity 2030, it can be found [here](#).
- The Gavi CSO Constituency expanded its presence in Asia through a regional convening of Asian CSOs on the 19th of September 2024. This event titled Asia Civil Society Dialogue series – 'Successes, Challenges and Opportunities for Reaching Zero Dose Children in Asia', gathered insights on the experiences of CSOs in the Asia region and their interest in joining the CSO Constituency. About 112 CSOs joined this event and spoke of their successes, challenges and the scope for working on immunisation in Asia. This exercise improved understanding on the immunisation landscape in Asia and the potential to build national and regional level networks of CSOs to reach zero dose children in the region.

## FINANCIAL PROGRESS

Budget Line	Budgeted Expenses Programme Budget	Actual/Revised Projection						
		Year 2022	Year 2023	Year 2024 (Actual to Sept)	Projection to December	Overall Expenditure	Overall Balance	Year 3 Budget
Staff Salaries and benefits	1,125,794	157,539	299,293	230,669	56,120	743,622	382,172	405,850
Staff travel	43,950	28,894	6,865	-	-	35,759	8,191	-
Annual CSO SC meeting	115,500	61,080	201,827	81,752	91,098	435,756	320,256	192,850
Website development & Maintenance	58,000	6,027	-	4,802	-	10,829	47,171	4,850
Planning meeting/Capacity building	107,600	-	-	-	-	-	107,600	-
Advocacy & Communication	40,800	-	6,681	750	8,000	15,431	25,368	17,000
Company Costs/Office running costs	163,964	6,135	13,363	14,743	12,954	47,196	116,769	38,300
Key Events/Moments	-	-	56,516	5,240	7,000	68,755	68,755	18,500
Gavi Board Meetings	-	-	23,564	10,592	20,000	54,155	54,155	35,375
Estimated balance	-	-	-	-	-	-	-	-
Overhead	344,366	54,012	126,487	66,450	40,596	287,545	56,821	148,247
<b>Total</b>	<b>1,999,974</b>	<b>313,688</b>	<b>734,596</b>	<b>414,997</b>	<b>235,768</b>	<b>1,699,049</b>	<b>300,925</b>	<b>860,972</b>





The programme has undergone transformation during the period. The following are the major highlights from the table above:

1. Overall programme budget for three years was \$1,999,974.
2. The evolution of the programme activities brought about resource re-alignment to accommodate two face-to-face biannual meetings, supporting two to three observers to attend two Gavi board meetings and support to attend Key events.
3. Capacity building de-prioritized during the period.
4. There was a delay in building a CSOs database.
5. There were significant savings in staff costs due to the delay in approval for recruited staff and even the change in staffing policy.

Overall, the programme projects budget under-utilisation amounting to \$300,925 unless the SC comes up with new activities.

## CHALLENGES

1. **Commitment and Support from Leadership:** While the importance of the Host's role is widely recognised, there have been challenges regarding the perceived level of our commitment and support to the SC leadership and the Gavi Secretariat. Often, setbacks resulting from poor coordination between the three parties have led to criticism of the host, and not on the need to streamline processes on all sides.
  - **Recommendation:** Addressing these challenges through improved communication and streamlined processes among all stakeholders will enhance overall effectiveness and collaboration. The role of the Host should be made clearer in the SC Charter and in the service level agreement.
2. **Budget and Resource Allocation:** Advocacy and communications are often seen as low-cost functions. However, there is a misconception that low cost equates to zero cost. This perception leads to unrealistic expectations about what can be achieved without adequate budget allocations.
  - **Recommendation:** It is essential to align leadership expectations with the actual resources required for effective advocacy and communication activities. Key advocacy moments should be clearly mapped at the beginning of each year and allocated adequate resources for timely execution and feedback.
3. **Coordination and Alignment of Advocacy Agendas:** Although strong relationships and influence have been established within the global health space, aligning global advocacy agendas and CSO-focused engagements with the priorities of the SC and Gavi Secretariat remains a challenge. There is often a sense of inertia that leads to last minute preparation for engagements and missed opportunities.
  - **Recommendation:** Success in this case requires careful management to harmonise the competing priorities among SC members and the Gavi Secretariat.




- **4. SC Engagement and Participation:** Encouraging active and consistent participation from SC members in advocacy and communication efforts has been difficult. Variability in engagement levels and the prioritisation of individual agendas over collective goals have impacted the cohesion and effectiveness of the SC's work.
- **Recommendation:** Building a culture of active participation and shared responsibility to enhance the effectiveness of the SC and to achieve meaningful engagement.
- **5. Constitution of Working Groups:** One challenge that was encountered during the programme period was that some of the working groups had inactive members and were unable to meet at regular intervals. Thus, with no leadership within these working groups, some key moments and engagements were missed.
- **Recommendation:** Expanding the working groups into the constituency for wider engagement and consultation. Further, the TOR's for each WG should be finalised and approved to achieve clear linkage to the function of the SC and to ensure there is harmony among different WGs.
- **6. Functioning of the Working Groups:** As of now, the Advocacy and Communications Working Group (ACWG) and the Civil Society and Constituency Engagement (CSCE) working groups are active with a robust TOR for each of the groups. The CSCE working group meets regularly once a month, while the ACWG needs to be re-vitalised.
- **Recommendation:** Ensuring that each member signs the TOR document, conducts monthly meetings online, and plans for in – person engagements before every bi-annual meeting or during the bi-annual meeting.
- **7. Host Teamwork and Collaboration:** The complementary nature of Programme Management, Advocacy, Communication, and Regional Lead roles is crucial for achieving focused and effective outcomes. Previously, the engagement style was somewhat fragmented, with a focus on optics and visual outputs rather than appreciating the individual contributions and teamwork necessary for success.
- **Recommendation:** Although great strides have been made to increase collaboration between colleagues, strengthening collaboration and recognising the value of each function will be vital for future success.
- **8. Programme re-orientation from support to implementation:** The programme has largely focused on support as opposed to implementation of activities leading to low performance on programme work. This has also led to delay in decision making where activities take too long to be approved. The arrangement has an inherent requirement for implementation of activities around CSCE engagement and advocacy and in mobilisation of CSOs.
- **Recommendation:** the programme design should bring out the expectations on this aspect to ensure clear assignment of roles and responsibilities and to improve on accountability.




## LEARNINGS

### Strategic Planning and Prioritization:

- Developing comprehensive strategic plans aligned with organizational objectives and priorities is essential for effective programme management.
- The strategic plan development was initiated after the Bi-annual Meeting in Nairobi in March 2024. Although the initial process of the strategic planning took time, it has led to the development of a robust plan, that provides a platform to civil society actors to input into the strategies of Gavi and the Gavi board.
- **Timely planning for SC engagement:** The engagement of the SC is very critical for the CSO Constituency in terms of global advocacy, partnerships and engagement.
- The CSO Secretariat develops the workplan for the SC engagement which is then communicated to them. In the absence of proper planning, some critical engagements are often missed. In situations where the engagements are planned and SC members attend, there are no reports submitted. Thus, the key messages and next actions for the Constituency are not developed. The biggest learning from this experience for the CSO Secretariat is that the engagement at the highest level is important, and that institutionalizing systems is crucial for adequate reporting, development of strategies and approaches, as well as in communicating to the SC for clear requests.
- **Building expertise in areas such as advocacy, communications, and community engagement enhances programme implementation and impact.**
- One of the strategic priorities for the Gavi CSO Constituency is to actively engage with communities to represent their voices at various forums – such as global platforms, inputs into Gavi's strategies and others.
- **The scope for capacity building of members has been limited.** Monthly meetings and sending information through emails kept members informed about current strategies and approaches and in receiving inputs for further planning.
- However, this could be further strengthened by ensuring that the SC members fulfil their obligations to the SC and use the platforms provided to them (such as the in-person and online meeting platforms) to identify capacity building needs and further strengthen the capacities of this group.
- **Effective Reviews:** Organizing regular meetings, such as biannual meetings and monthly coordination meetings, provides opportunities for information sharing, decision-making, and progress tracking. Efficient meeting management, including agenda setting, progress reporting, and action item tracking, are important to ensure productive outcomes.
- Some of the key challenges encountered in the present review systems are:
  - a. **Limited participation of SC members in board paper reviews:** due to other obligations of the SC members. A recommendation to address this challenge is to organize work blocks to review papers to ensure that the process is completed with adequate participation from the members. Members can stay on the calls and review papers and unmute when they have comments or questions.

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- b. **Minimal SC Participation in working groups:** which has been the result of a reduction in the number of SC members due to (i) members completing their terms and (ii) dropout of SC members due to other obligations.
  - A recommendation to address this challenge is to have mechanisms in place to improve participation by (i) blocking time of SC members on their calendars to plan time for such meetings and (ii) have the working groups submit reports on the progress of their work, which improves visibility and transparency of the work being done.
  - **Documentation and Knowledge Management:** Maintaining accurate documentation and archives of programme activities, meeting minutes, and key decisions is crucial for accountability, transparency, and knowledge management. Robust archiving practices facilitate continuity, learning, and informed decision-making over time.
  - The new knowledge management framework features the following objectives and workplan to improve engagement with the Constituency.
  - The knowledge management function works closely with advocacy and communications, to incorporate voices from the Constituency towards global advocacy and policy development. It supports development of knowledge products and maintains a repository of knowledge gathered as part of strategy and programme implementation.
  - We look forward to continuing this journey of collaboration to ensure that communities are part of the input mechanisms towards development of Gavi's 6.0 strategy and other advocacy initiatives.
  - **Recruitment and Talent Management:** As of now, recruitments have been completed for the Gavi CSO Secretariat. However, the Programme Manager and Advocacy Manager posts fell vacant during the year. This has led to the current staff taking on additional responsibilities to fulfil the requirements of the programme. The HR team has played a crucial role in developing clear job descriptions, conducting thorough recruitment processes, and providing ongoing support and professional development opportunities to build a skilled and motivated team.
  - Some challenges witnessed during the process include (i) Feedback from the Gavi team that the CSO Secretariat was not prepared for the recruitments, (ii) Recruitment of the Programme Manager was a complicated process as, after recruiting someone to this position, the position fell vacant. The SC decided to retain current staff as the programme is approaching a closure by December 2024. (iii) Recruitment of SC members is ongoing, as five potential positions have fallen vacant.
  - All these challenges have affected talent management, however the CSO Secretariat is leading the process of recruitment to onboard the right candidates with the requisite skills.

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- **Effective Communication Strategies:** Developing comprehensive communication strategies tailored to diverse audiences and channels enhances programme visibility, engagement, and impact. During the programme period, a robust communications plan was developed that resulted in clear and consistent messaging, coupled with active stakeholder engagement and feedback mechanisms, to strengthen communication effectiveness.
  - The communications strategy further aims to strengthen the capacities of CSOs within the Constituency for effective communications. To this effect, training sessions on communications is being planned in the next quarter for organisations within the Constituency.
  - **Adaptability and Continuous Improvement:** Embracing adaptability and agility in programme management has enabled the Gavi CSO Constituency to respond effectively to changing circumstances, emerging challenges, and evolving stakeholder needs.
  - A learning approach has been embedded within the programme strategy across all the verticals of advocacy, communications, programme management and administration and knowledge management. This approach has enabled the CSO Secretariat to learn from experiences, solicit feedback, and iteratively improve programme approaches that will contribute to long-term success and sustainability.

### **Annex - 1: List of Advocacy Events Participated/Attended**

1. Regional Dialogue on Immunization Financing: Financing the Future: Securing Immunization Coverage in Africa, 8th October 2024
2. Asia CSO Dialogue Series – Successes, Challenges and Opportunities in reaching zero dose children in Asia, 19th September 2024
3. Gavi Talks with Civil Society: CSO Led advocacy and community action in scaling the Malaria Vaccine, 3rd September 2024
4. The WHO Regional Committee for Africa (RC – 74): Brazzaville, 26th to 30th August 2024
5. Gavi 6.0 funding Policies: Health Systems Strategy and Policy consultation, 21st August 2024
6. Gavi Consultation on 6.0 Operationalization and Evolution of Alliance Partnerships, 14th August 2024
7. Gavi 6.0 funding Policies: Eligibility, Transition and Co-financing Consultation, 7th August 2024
8. Consultation on Gavi's Investment Opportunity 2026 – 2030, 12th June 2024
9. The Forum on Immunization and Polio Eradication in Africa in Dakar on 10th Dec 2022.
10. Shared workplan with advocacy priorities during the Bi-annual meeting in Abuja in Feb 2023.
11. Facilitated the first CSO Dialogues Webinar on 29th Feb 2023.
12. Mobilization for the 2nd Global Forum on Childhood Pneumonia 26th and 27th April 2023, Madrid





## **Annex - 1: List of Advocacy Events Participated/Attended....continued**

1. The COVAX CSOs Dialogue Calls represented by Chhavi Bansal - Policy Advocacy Officer (Child Health) RESULTS UK and Lisa Barrie- Campaign Director, Global Vaccine Access
2. Public Citizen. With the transition of the ACT-A CSOs
3. Joint Convening on COVID-19 Vaccinations in Humanitarian Settings and Contribution to broader pandemic preparedness, held 14-15 February 2023
4. Engagements coordinated by the Pandemic Action Network (PAN) focused on the PPPR, the Pandemic Fund, the INB process and Pandemic Accord.
  - a. Briefings on the United Nations High-level Meeting (HLM) on PPPR, scheduled to take place on 20 September 2023.
  - b. INB process and the Pandemic Accord. Haven followed discussions and provided input to the process led by the PAN
5. Other Platforms for Engagement
  - a. ACT-A/Vaccine Pillar COVAX Dialogue Calls
  - b. Demand Hub Call
  - c. ESCARED Demand Hub TWG
  - d. Covax Lead Agency and CSO reps Call
  - e. Pandemic Action Network\_ PPR Working Group Calls
  - f. African CSOs Working Group on PPR
  - g. Immunization Partners Coordination Group Calls
  - h. Immunization Advocacy and Communication Partner Calls
  - i. PCV sub-group Calls
  - j. INB/HLM Task Group
  - k. Power of Vaccines Session Brief
  - l. Gender in PPPR
6. Second CSO dialogues series held in July 2023 as part of a continued partnership between the Gavi CSOs Constituency, PATH and WACI Africa in collaboration with the Gavi secretariat.
7. The PCV & Rotavirus Vaccine Introduction Workshop-Chad
8. Gavi talks with CSOs and consultations:
  - a. HPV Session
  - b. The CSCE Q2 Dialogue with the SC
  - c. Consultations on the Vaccine Investment Strategy
  - d. Consultations on Gavi 6.0
9. Africa Climate Summit, Nairobi Kenya – engagement in PPR discussions
10. Medical/Pandemic Countermeasures Platform (MCM) Updates
11. The Monrovia Declaration: Five Point Agenda for Community Health and Community Health Workers (CHWs)
12. UNGA and UN HLM on Pandemic PPR
13. COVAX CSO Dialogue – November 2023
  - a. WHO: COVID-19 vaccination coverage, updated COVID-19 [SAGE Recommendations \(November 2023\)](#), CSO engagement and The Big Catch-Up, and a heads up on the Essential Programme on Immunization 50th Anniversary this 2024.





## **Annex - 1: List of Advocacy Events Participated/Attended ...continued**

- b. Gavi: COVAX close-out and transition to the COVID-19 Programme, COVAX achievements and taking key learnings forward, independent evaluation of the COVAX Facility and COVAX AMC, COVID-19 Programme application, CDS funding allocation to CSOs.
1. CSO Updates
    - a. PATH Uganda and Empower Women Foundation, Cameroon, shared their local perspectives in supporting COVID-19 vaccination and integration
    - b. StopAIDS UK, shared perspectives on CSO participation in COVAX and how CSO participation can be improved in similar structures. They also presented Principles of Meaningful Involvement of Communities and Civil Societies in Global Health Governance
  2. CSO Dialogue Series in CPHIA 2023
  3. Participation in the Immunization Advocacy and Communications Partners Call to continue engagement for "Immunization Action 2024"
  4. Key Moments;
    - a. 50th anniversary of EPI.
    - b. Gavi 6.0 & the Gavi replenishment (need to ensure we garner the resources we need).
    - c. New vaccine drives: malaria, HPV, and a renewed push on polio.
  5. Other Engagements
    - a. Support to the HPV launch in Nigeria
    - b. The Gavi MTE, FGDs with the CSOs
    - c. CSO consultations for the Gavi's 5-year strategy (Gavi 6.0)
    - d. Engagement in the PPPR discussions: the INB process and COP 28-climate and health discussions
    - e. CSO participation UNGA