

## FOR INFORMATION

The GAVI Alliance has relied on a range of advisory groups and task teams for three primary functions: 1) to provide independent, expert advice; 2) to facilitate the work of multiple partners on important initiatives and projects; and, 3) to provide technical support to the policy design and implementation process. The Governance Transition Committee (Dec 2007- Jun 2008) recommended that the new governance structure gives GAVI an opportunity to ensure that GAVI's task teams and groups continue to work effectively.

The GAVI Alliance Governance Committee:

- Endorsed the principles for GAVI's advisory bodies as outlined in this document.
- Requested the Secretariat work with existing time-limited task teams (Health Systems Strengthening task team, the Immunisation Financing and Sustainability task team (IF&S), and the Civil Society task team) to review their mandates and purpose and ensure alignment with the principles.
- Requested the Secretariat to develop clear guidelines for remuneration of members of independent advisory bodies including criteria that requires a continuous time commitment over a certain number of days.
- Endorsed that the Independent Review Committee should maintain a direct reporting line to the Board but that the financial implications of its country programme recommendations should be reviewed by the Audit and Finance Committee before being submitted for decision to the Board or Executive Committee.
- Endorsed that the Board should remain the primary forum for donor representation. If a group of donors wishes to form a subgroup or facilitation group focused on a specific project, this should only occur with the endorsement of the Board, and the required Secretariat support should be defined and costed.

This document is for information only. No Board action is requested at this time.

## Advisory groups and task teams in GAVI's new governance structure

### Background

The GAVI Alliance has historically relied on a range of advisory groups and task teams for three primary functions: 1) to provide independent, expert advice; 2) to facilitate the work of multiple partners on important initiatives and projects; and, 3) to provide technical support to the policy design and implementation process.

Initially, these consisted of the Independent Review Committee (IRC), tasked with making recommendations on country programmes, a standing Working Group, where all constituencies were represented, and four standing, thematic task forces: Financing; Advocacy; Implementation; and, Research and Development.

## FOR INFORMATION

In 2003, the Alliance Board took the decision to disband the task forces, and replace them with a system of time-limited groups. The Working Group and the IRC were maintained. Other task teams and groups were created over time, as needed. In some cases reporting lines, mandates, timelines and deliverables were not clear.

The GAVI Alliance Board Governance Transition Committee (Dec 2007- Jun 2008) recommended that the new governance structure gives GAVI an opportunity to ensure that GAVI's task teams and groups continue to work effectively. It also recommended that the "existing advisory groups – including standing committees and time-limited task teams – will need to be reviewed and made consistent with new structure" while preserving their flexible and collaborative working nature.

The Governance Committee considered this issue at its 15 April meeting. Following is a summary of the discussion and conclusions.

### Principles for GAVI's advisory bodies

The Governance Committee approved a set of proposed principles for the two types of advisory bodies cited in the GAVI By-laws – independent advisory groups (eg, the IRC), and time-limited task teams (eg, the HSS task team, the country eligibility task team). The principles are quite similar but there are small differences, due to their different natures.

#### **Operating principles for independent advisory groups (e.g., IRC)**

1. **Creation:** Independent advisory groups can only be created by the Alliance Board or EC, as stated in the By-laws.
2. **Membership:** The Secretariat is responsible for proposing members, with input from others when needed<sup>1</sup>. Final approval of membership rests with the Board or EC.
3. **Defined time-horizon:** Independent advisory groups can either be time-limited or standing, depending on the specific nature of their mandate and role. This should be clearly defined within each group's terms of reference.
4. **Reporting:** Independent advisory groups report directly to the GAVI Alliance Board or EC, as stated in the By-laws.
5. **Authority:** Independent advisory groups cannot bind the Board or the GAVI Alliance to any commitment or funding obligation; advisory groups cannot be responsible for managing work plan expenditures or consultant contracts.
6. **Facilitation and quality control:** Independent advisory groups will maintain full independence in their recommendations and proposals to the Board or EC, however, the Secretariat will support them in meeting deadlines and developing clear and cogent reports.

---

<sup>1</sup> For example, the Programme & Policy Committee Charter currently includes as one of its responsibilities to provide advice to the Executive Committee on criteria for, and recruitment of, IRC members.

## FOR INFORMATION

7. **Compensation:** In view of the significant time requirement, independent advisory group members may receive honoraria in addition to travel and expenses associated with their duties. Compensation levels should be set by the Secretariat<sup>2</sup>.
8. **Chairing:** there shall only be one chair. The chair will be approved by the Board or EC as part of each group's terms of reference.
9. **Observers:** The terms of reference for each advisory group will specify whether observers are welcome, and under what conditions.

### **Operating principles for time-limited task teams (e.g., HSS task team, country eligibility task team)**

1. **Creation of new time-limited task teams:** Task teams may be established by the Secretariat at the request of the Board, a Board Committee or by the Secretariat itself, to address specific technical, policy or strategy matters, as stated in the By-laws.
2. **Accountability and reporting:** Each task team will be directly accountable and report to the entity that created it, as stated in the By-laws.
3. **Terms of reference:** All task teams shall use standardised terms of reference (see Sample Template in Attachment A). Terms of reference for groups created by and reporting to Committees should be submitted to the relevant Committee for final approval. The terms of reference for each group should include a budget – costs to GAVI largely consist of travel expenses for certain members (e.g., from developing countries and civil society).
4. **Defined deliverables and time horizon:** The terms of reference should include very specific tasks and a clear timeline for completion, and a fixed date at which point progress will be reviewed and the future of the group will be decided. The entity (e.g. Board Committee, Secretariat) that created a group will be responsible for reviewing progress at the end of the period, and for determining whether to disband or continue the group.
5. **Authority:** Task teams cannot bind the Board or the GAVI Alliance to any commitment or funding obligation; therefore task teams cannot be responsible for managing work plan expenditures or consultant contracts.
6. **Secretariat role:** The Secretariat will facilitate the work of all task teams, and will have at least one focal point member in each team. For task teams that report to the Board or one of its Committees (as opposed to the Secretariat) it is the Secretariat's responsibility to work with the team's chair on papers and presentations.
7. **Compensation:** GAVI may only provide members of these groups travel costs and expenses associated with their duties; no additional compensation will be provided.
8. **Fixed membership:** Seats should be assigned to individuals, and membership should remain constant throughout the life of the task team. Members should have the explicit approval from their employers/institutions to serve on the task team, to ensure that that they will be able to commit the necessary time.

---

<sup>2</sup> The Governance Committee requested that the Secretariat develop clear guidelines on member compensation.

## FOR INFORMATION

9. **Chairing:** there should only be one chair, as stated in the GAVI Alliance By-laws.
10. **Observers:** Observers may be allowed to attend meetings by decision of the task team chair.

The Governance Committee requested the Secretariat to work with existing time-limited task teams (HSS task team, CSO task team, Immunisation Financing and Sustainability task team) to ensure alignment with the above principles.

### Reporting lines for the Independent Review Committee (IRC)

The Governance Committee decided that in the new governance structure:

Country programme funding recommendations of the IRC – whether to approve a country's new application or continued support based on its progress report – should be submitted directly to the Board or Executive Committee for decision (as was the practice in the past).

Financial implications of the IRC country programme recommendations – not individual country budget but overall cost to GAVI - should have been vetted by the Audit & Finance Committee before the Board or Executive Committee takes the above decision on funding.

General policy recommendations of the IRC – global recommendations based on comprehensive view of country applications – should be addressed by the Programme & Policy Committee (as stipulated in PPC charter). The PPC will decide whether each policy recommendation should be for Secretariat, Board, or individual GAVI partner action.

### Donor representation groups

The Governance Committee decided that in the new governance structure the GAVI Alliance Board should remain the primary forum for donor representation. If a group of donors wishes to form a subgroup focused on a specific project, such as a future AMC for example, this should only occur with the endorsement of the Board and Secretariat support activities should be defined and costed.

### Next steps

The Secretariat:

- Is working with the existing time-limited task teams to ensure alignment with the principles.
- Is developing clear guidelines for remuneration of members of independent advisory bodies
- Will ensure that the financial implications of the country programme recommendations that emerge from the IRC new proposals and monitoring

## **FOR INFORMATION**

sessions in June 2009 will be vetted by the Audit & Finance Committee prior to Executive Committee decision.

**ANNEX 1****TEMPLATE: Terms of Reference for GAVI Alliance Advisory Groups**

**NAME OF GROUP** [*EXAMPLE – Data Task team*]

*Policy area: e.g. data quality*

*Created by: GAVI Secretariat*

*Reporting to: GAVI Secretariat*

*Duration: i.e. December 2008 – March 2009*

*Chair: Add name (ONLY ONE PER GROUP)*

*Terms of reference approved on: DATE*

**Description of the Advisory Group**

**Scope:** [*EXAMPLE The task team will review the types of data currently in use to measure performance by countries and those used to measure the success of the GAVI Alliance programs.* ]

**Background/Context:** [*EXAMPLE There is increasing concern by members of the GAVI Alliance that data used by GAVI may not be sufficiently robust to measure the delivery and performance of GAVI support. For this reason, the GAVI Secretariat is convening a time limited task team to review the metrics currently used and propose changes, as needed, to ensure that indicators are valid, reliable and useful.* ]

**Deliverables:** [*EXAMPLE*

1. A review and appraisal of the recommendations of the Swiss Tropical Institute report and the work by the Institute of Health Metrics and Evaluation
2. Summary of challenges and opportunities for GAVI in relation to the measurement of immunisation performance at the global, national and local levels
3. Targeted recommendations on the future development of processes and systems deemed necessary for GAVI to capture, analyse, verify, project and disseminate data and information on GAVI performance (based on all of the above) ]

**Reporting lines:** [*EXAMPLE task team reports directly to the GAVI CEO.*]

**Membership**

<i>Agency/constituency</i>	<i>Member name</i>	<i>Area of expertise</i>

## ANNEX 1

### Member time-commitment: meetings and teleconferences

**In-person meetings:** *[EXAMPLE - Three meetings between December and March.]*

**Teleconferences:** *[EXAMPLE - None anticipated. ]*

### Budget and administrative arrangements

**Estimated budget (meetings, travel):**

**Members receiving financial support for travel to group meetings:**

1. Add names as relevant

**Costs to be covered by** *[EXAMPLE: GAVI Secretariat administrative budget; or covered under GAVI Work Plan].*

### Relationship with the GAVI Strategy, Work Plan and Budget

**Relevant strategic goals/objectives:** *[EXAMPLE - Strategic Goal 4. Increase and assess the added value of GAVI as a public private global health partnership through improved efficiency, increased advocacy and continued innovation; NEED TO FIND RELEVANT WORK PLAN OBJECTIVE, milestone, activity budget*