

Annex 3

Final Terms of Reference for an external review of the functions and interactions of the GAVI Working Group, Secretariat, and Board

1 Purpose

The review is being commissioned by the Board of the Global Alliance for Vaccines and Immunization (GAVI). The purpose of the review is to examine the current operations of the Working Group, Secretariat and Board and their relationships with partners in the Alliance and with The Vaccine Fund, leading to recommendations to strengthen GAVI's structure and interactions in order to improve its capacity to meet its objectives during the next 5 years.

2 Context

The mission of GAVI is "to save children's lives and protect people's health through the widespread use of vaccines". The strategic objectives are to: improve access to sustainable immunization services; expand use of safe and cost effective vaccines; support national and international accelerated disease control targets for vaccine-preventable diseases; accelerate development and introduction of new vaccines and technologies (including R&D for vaccines needed primarily in developing countries); and to make immunization a centerpiece in international development efforts.

GAVI has a dual role – as an alliance of agencies interested in and involved with immunization in developing countries, it provides a forum for coordinating efforts, sharing priorities and developing common policies. In addition, GAVI determines the policy and use of the additional funds raised for vaccination by The Vaccine Fund.

GAVI was launched in January 2000. As set out in the Guiding Principles adopted in June 2000, its structure includes a Board; a Working Group that is responsible for advising the Board on technical issues and linking with partners and other key agencies; a Secretariat that provides administrative support to the Board and Working Group; an Independent Review Committee; and a series of task forces that provide advice and proposals. In addition there is the separate structure of The Vaccine Fund, which has its own Board and management team. An issues paper on the roles and responsibilities of the various components of the existing GAVI structure was discussed at the GAVI Board meeting in Ottawa in October 2001, and will be provided as one of the key documents.

GAVI has completed some two years in operation and is reaching the end of an initial phase where the focus was on setting policies and procedures for defining how funds would be allocated and used, supporting countries in the application process, and reviewing applications for funding. In the coming years, the GAVI Board wishes to consider how GAVI can best evolve to meet

its strategic objectives. In order to fulfil these objectives it is anticipated that the following areas of work will be crucial:

1. Management and monitoring of Vaccine Fund funding provided to up to 74 countries to help them improve immunization services, introduce new vaccines and increase safety of injections.
2. Monitoring progress in increasing levels of immunization coverage, as well as identifying barriers to increasing coverage and how to address these.
3. Monitoring and optimising the impact of GAVI policies and Vaccine Fund support on routine immunization coverage and the broader health systems in low-income countries.
4. Promoting sustainable financing and delivery of immunization programs.
5. Considering whether and how to expand the scope of Vaccine Fund funded activities to include other new vaccines and research and development.
6. Identifying GAVI's role with respect to middle income countries.
7. Facilitating the alignment of GAVI goals and activities with those of accelerated disease reduction initiatives (e.g. polio eradication, measles burden reduction), with the new Global Fund for AIDS, TB and Malaria (GFATM), and with national health system development.

The original life span of GAVI and The Vaccine Fund was for 5 years from 2000 to 2005. It is possible that this will be extended and some of the funding commitments already extend into 2006. However, the case for maintaining a separate GAVI, as opposed to integrating with other initiatives or institutions, will be kept under review.

As GAVI moves from start-up to implementation, and in view of the concerns raised in the issues paper on Roles and Responsibilities, the Board has decided to commission a review by external consultants of the Board, Working Group and Secretariat. Terms of Reference for this review are set out below.

3 Outcomes of the review

Provide recommendations about optimal working arrangements, responsibilities, reporting lines and composition to facilitate successful completion of the above areas of work with a view to ensuring: appropriate staffing, clear roles and reporting arrangements, realistic workloads, maintenance of flexibility, and appropriate use of Board members' time. Where changes are proposed, the recommendations should include concise Terms of Reference and recommended staffing levels.

Prepare a report and make a presentation to the Board.

4 Specific activities

Review the current functions and interactions of the GAVI Board, Working Group and Secretariat; the current roles and responsibilities of each component of this structure; and their relationship with The Vaccine Fund.

Review planned activities including current workplans in light of the key goals and objectives of the GAVI partnership during the next 5 years (i.e. to 2005 and two years beyond).

Review the composition, staffing, structure and work schedules of the Working Group, Secretariat and Board, including number of members and staff, roles, skills, how they are selected/appointed and the duration of tenure. Evaluate their capacity to meet current and future GAVI management needs. Review the contribution of human resources of partner agencies to these groups, with a view to assessing the sustainability, in the long run, of a “lean” Secretariat.

Review the processes for decision-making and policy setting within GAVI, including the respective roles, relationships between and reporting arrangements of the GAVI global components, task forces, Independent Review Committee; regional working groups; Vaccine Fund Board and management; and Partners. Review processes for defining and prioritising issues and agenda items for Working Group and GAVI Board meetings and teleconferences. Review mechanisms for resolution of conflicting viewpoints.

Review the relationship between the Independent Review Committee (IRC), Working Group and the Board and the conditions that should be created or sustained to ensure the independence of the IRC and its accountability to the Board.

Review the funding arrangements for the Board, Working Group and Secretariat and other bodies such as the task forces, to ensure there are appropriate mechanisms and budgets for funding priority activities.

Identify options for reform.

5 Review methods

The external review should be conducted by a small team of 2 people who are independent of the existing GAVI Board, Working Group and Secretariat. The consultants should have extensive experience in analysis of institutional arrangements and the workings of alliances and partnerships. At least one of the team should have an in-depth understanding of the international health infrastructure and the partnership context.

The review should if at all possible include interviews with all members of the Board, Working Group and Secretariat; representatives of other GAVI components (task forces, etc); and key partners and stakeholders (including a sample of GAVI Partners and countries receiving GAVI/Vaccine Fund funding). In addition, the consultants are expected to review relevant documents, observe meetings and/or teleconferences, and track decision-making processes.

6 Timing

The draft report should not exceed 25 pages and should include an executive summary. The draft report will be presented to the Board (probably at a teleconference) and circulated. Comments from stakeholders may be requested by the Board.

The first draft of the report will be delivered to the GAVI Board by the end of May 2002, and the final report sent to the Board in early June for discussion at its June 2002 meeting. The consultants may be asked to present to the Board.

7 Management of the review

As agreed in the 26 November 2001 Board teleconference, CDC has taken the lead in defining these TORs with inputs from DFID and WHO. It is suggested that this small group, which has been expanded to include UNICEF, continue to guide the process of identifying the consultants and providing an initial briefing. A member of the Board will assist with the initial briefing and facilitate an initial discussion between the Board and the consultants.

It is envisaged that funding and administrative support for the review will be provided by DFID and WHO.

Key documents for the review

The consultants will need to draw on the following key documents:

1. GAVI Board composition, Annex 7.1 of the Third Board Meeting Report
2. GAVI Guiding Principles, Annex 7.2 of the Third Board Meeting Report
3. Overview of the operations function in the GAVI Secretariat, Annex 7.3 of the Third Board Meeting Report
4. Relationship between GAVI and The Vaccine Fund, Annex 14.1 of the Fifth Board Meeting Report
5. Collaborative mechanism for disbursement of support to countries, Annex 14.2 of the Fifth Board Meeting Report
6. Country proposal review process - basic principles, Annex 2.1 of the Third Board Meeting
7. Terms of References for Advocacy, Country Coordination and Financing Task Forces, The Proto-Board Meeting Report
8. Terms of Reference for the R&D Task Force, Annex 3C of the Fourth Board Meeting Report
9. Roles and Responsibilities Issues Paper, Board Teleconference Report, Nov 2001
10. Minutes of last 3 Board meetings
11. Minutes/Summaries of Working Group meetings during last 12 months.