**Self-Assessment tool for Coordination Forum (ICC, HSCC or equivalent body)**

Overview

This document provides an opportunity for members of a national Coordination Forum for immunisation (ICC, HSCC or equivalent body) to collectively self-assess the functioning of the Coordination Forum (CF) against guidance provided by the Gavi Alliance. The guidance can be found under [www.gavi.org/support/coordination/](http://www.gavi.org/support/coordination/).

The self-assessment is divided into the same three sections as the CF guidance: 1) Membership of CF; 2) Mandates of CF; and 3) Governance of CF. The CF Guidance are presented as either requirements (in red) or recommendations (in black). Each component of the CF Guidance has a brief description, and then three options to select from based on assessment on the extent to which the CF is aligned with the particular requirement or recommendation.

This self-assessment is **completely voluntary** and can be refined to take other country priorities into account. Countries can choose to take it at any point to systematically examine functioning of the CF. For example, a country’s CF can choose to take the self-assessment after getting introduced to the CF Guidance from the Gavi Alliance, in order to build a common understanding of current CF functioning against the requirements and recommendations. In some cases, a country’s CF can decide to have an annual cadence to review and improve CF functioning, and collectively take the self-assessment at the same time each year.

To strengthen the functionality of their Coordination Forum countries may have access to a targeted, country-specific package of Technical Assistance activities provided by Gavi partners. For further information countries are asked to contact their Senior Country Manager.

*Gavi’s guidance on Coordination Forums can be found under* [*www.gavi.org/support/coordination/*](http://www.gavi.org/support/coordination/)*.*

INSTRUCTIONs

Review the guidance in each section, and check the box of the option that most accurately describes the CF as it has functioned during the most recent 6 months.

The self-assessment is offered as a tool to countries to facilitate an assessment of the CF functionality. It is not necessary to reach consensus on the results, unless the country deems it necessary. There can be one of three processes to assess:

1. Each CF member first individually completes the self-assessment, results are then aggregated and discussed at the next CF meeting
2. One or a few CF members complete the self-assessment as a draft, which is then shared with all CF members and discussed at the next CF meeting
3. At a CF meeting, members collectively discuss each component of the self-assessment

1. MEMBERSHIP of coordination forum

**Membership composition**

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| **Requirement** | **Designate chair and members according to the recommended profile** | | |
| **Description** | *[Requirement]* A senior leader from the Ministry of Health with decision making authority as Chair (e.g. Minister or Permanent Secretary)  At least one senior-level leader with decision-making authority from each of the following categories as members:  *[Requirement]* EPI programme (e.g. direct leadership of EPI manager and EPI manager)  *[Requirement]* Ministries related to budget, financial plans and other topics related to EPI financing (e.g. Ministry of Finance and/or Ministry of Budget)  *[Requirement]* MoH planning departments/divisions and other directorates related to HSS (e.g. Planning department, HSS coordinating unit)  *[Requirement]* Ministries (other than Ministry of Health) with high relevance to EPI programme implementation (e.g. Ministry of Social Services, Ministry of Education, Ministry of Devolution)  *[Requirement]* Civil society most active in immunisation and representing voice of constituencies (e.g. advocacy groups, parent associations, religious groups)  *[Requirement]* Key donors most active in immunisation, maternal/neonatal/child health, and health system strengthening in the country (e.g. a few bilateral donors or representatives of a functioning donor coordinating body)  *[Requirement]* Key (implementing) partners most active in immunisation and health system strengthening in the country (e.g. as part of Gavi Alliance representatives from WHO and UNICEF with technical fluency in EPI and HSS and representatives of other implementers)  *[Recommendation for other potential members]* Individuals/representatives who bring key areas of expertise and knowledge on immunisation and country realities, and/or ensure that the CF remains connected to technical advisory groups. This could include, for example   * Immunisation experts (e.g. academics/researchers) including experts on equity * Chairman of the immunisation technical advisory groups (e.g. National Immunisation Technical Advisory Group (NITAG) * Representative of the National Regulatory Authority (NRA) * Private sector representatives involved in service delivery | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

Selection process and Membership Rules

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| **Recommendation** | **Define a rigorous member selection process and membership rules), and outline in the Terms of Reference (TOR)** | | |
| **Description** | * Establish criteria and processes for members to be identified, selected, and removed * Define membership rules, including attendance and participation expectations, and term limits | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

2. Mandates of coordination forA

**Strategic Planning of the EPI Programme**

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| **Recommendation** | **Participate in the development of comprehensive strategic plan[[1]](#footnote-1), including setting and aligning on specific goals and targets (where relevant)** | | |
| **Description** | * Engage in an efficient discussion on key dimensions of the strategic plan * Challenge / pressure-test key components of draft plans (e.g., situation analysis of the immunisation programme, diagnostic of issues and root causes, identification and prioritization of potential actions, costing of proposed actions, goals and targets) * Prepare sufficiently to support discussions (e.g. share draft plan in advance with all CF members) * Suggest changes and improvements to modify the strategic plan * Formally approve through voting (if defined as the CF’s formal role) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

**Programme Financing**

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| **Requirement**  **(specific to Gavi**  **support)** | **Review and approve Gavi grant applications (includes HSIS support), renewals[[2]](#footnote-2) and Partnership Engagement Framework (PEF) submissions of partners for 2018 and ensure alignment with national strategic and operational plans and a focus on sustainable coverage and equity** | | |
| **Description** | * Hold meetings before submission of Gavi grants applications, renewals, and PEF budget submissions to review and discuss draft documents * Challenge / pressure-test key components of the draft documents, especially whether they align with the national strategic and operational plans and with Gavi’s goals to sustainably strengthen coverage and equity (e.g., situation analysis of the immunisation programme, diagnostic of issues and root causes, rationale for potential Gavi investment support, costing of proposed interventions in need of support, expected impact of support, alignment of TA requests of partners) * Suggest changes and improvements to modify the grant documents * Formally approve through voting (if defined as the CF’s formal role) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Requirement**  **(specific to Gavi**  **support)** | **Ensure a broad and participatory process in grant application development also on the operational and technical level, involving the relevant members described above** | | |
| **Description** | * Before proposal development for Gavi support align on the key stakeholders from the operational and technical level that should be involved in the various stages of the proposal development process, ensuring broad participation * Regularly follow-up and the status of the proposal development process and stakeholder involvement | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Create long-term visibility on funding for EPI across domestic and donor sources in support of the national strategic plan, and near-term visibility on government budget and donor grant disbursements** | | |
| **Description** | Before the meeting:   * Collect information on funding from government and various partners, for the near-term (disbursement status of committed funding within a year) and long-term (anticipated level of funding in one year or more) * Map available funding (near-term and long-term) to strategic areas (e.g., supply chain) defined in the national strategic plan * Identify potential near-term and long-term funding gaps for each strategic area * Synthesize information (e.g., in the form of a presentation document) to enable a robust discussion   During the meeting:   * Review and discuss resource availability and funding gaps to ensure awareness and alignment on anticipated near-term and long-term financial picture for the EPI programme and likely resource mobilization needs | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Advocate to government and partners to mobilize greater resources for EPI and facilitate dialogue among them to shape a resource mobilization plan** | | |
| **Description** | * Discuss ways to address potential short-term and long-term funding gaps * Define resource mobilization plan with key actions * Identify and assign responsibilities in resource action plan among   CF members, especially advocacy to government and partners   * Track and follow-up on resource mobilization actions taken by CF members at each meeting | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Participate in development of grant proposals and renewals (for non-Gavi stakeholders) in alignment with national strategic and operational plans** | | |
| **Description** | * Hold meetings before grants proposals and renewals to review and discuss draft documents * Challenge / pressure-test key components of the draft documents (e.g., situation analysis of the immunisation programme, diagnostic of issues and root causes, rationale for potential donor investment support, costing of proposed interventions in need of support, expected impact of support), especially whether they align with the national strategic and operational plans * Suggest changes and improvements to modify the grant documents * Formally approve through voting (if defined as the CF’s formal role) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

Coordination

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| **Recommendation** | **Create transparency on programmatic coordination among key stakeholders** | | |
| **Description** | * Facilitate sharing of current and planned activities among members * Identify potential areas of duplications or ‘white space’ in need of partner support * Discuss actions to further harmonize activities among stakeholders | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Define structure/organisation of operational/technical CF (not including NITAG) and ensure processes exist for major bottlenecks to surface to strategic CF** | | |
| **Description** | * Discuss and define the structure of coordinating bodies for more detailed operational and technical issues (as needed) * Discuss and define processes to allow flow of information between strategic CF and operational/technical CF, especially “surfacing up” major bottlenecks for the strategic CF to address | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Create transparency and linkages with coordination bodies for the broader health sector and those related to EPI (e.g., NITAG)** | | |
| **Description** | * Identifying and adopting measures to create transparency and linkages with each of these relevant coordinating bodies, such as having overlapping membership, holding joint meetings when needed, sharing meeting agenda and minutes, etc. | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

Operational Planning and Performance Oversight

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| **Requirement**  **(specific to Gavi**  **support)** | **Review and endorse operational plans and budgets for HSIS support** | | |
| **Description** | * Hold meetings before submission of Gavi operational plans and budgets for HSIS support * Challenge / pressure-test key components of the draft plans and budgets, especially whether they align with the programme support rationale and contribute to sustainability strengthen coverage and equity * Suggest changes and improvements to modify the plans and budgets * Formally approve through voting (if defined as the CF’s formal role) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Requirement**  **(specific to Gavi**  **support)** | **Oversee progress of Gavi investments based on discussion and approval of Joint Appraisal and if possible based on insights from the EPI team and operational/ technical Coordination Forums** | | |
| **Description** | * Review indicators in the Gavi grant performance framework, PEF functions and PEF milestones against pre-defined targets * Identify bottlenecks and devise solutions to address them * Define concrete actions for government and partners to take to address issues posing risk on the successful implementation of Gavi investments, with assignment of responsibilities for each action * Track status of follow-up actions in subsequent CF meetings * Play active roles in the Joint Appraisal process, including participating in Joint Appraisal discussions, reviewing draft JA reports, and approving the final report through voting (if defined as the CF’s formal role) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Review and input into annual EPI work plan aligned with strategic goals** | | |
| **Description** | * Engage in an efficient discussion on key dimensions of the draft work plan * Challenge / pressure-test key components of draft work plan (e.g., annual targets and measurement indicators; issue prioritization; action plan detailing activities, outcomes and timeline; assignment of responsibility for each activity in the action plan; costing of proposed actions), especially whether it aligns with the national strategic and coverage & equity goals * Suggest changes and improvements to modify the annual plan | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Oversee performance of the EPI programme, including regular review of performance indicators and implementation status of annual work plan, with a focus on tracking and assessing progress against coverage and equity goals** | | |
| **Description** | * Review and discuss measurements of core indicators against stated goals and objectives, and assess progress in implementing the annual work plan * Use a standard dashboard to track key performance indicators of the programme, ideally an existing framework (e.g., Gavi Performance Framework) * Define concrete actions for government and partners to take to address issues impeding progress of the EPI, with assignment of responsibilities for each activity * Track status of follow-up actions in subsequent CF meetings | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Raise critical issues impeding progress of the EPI programme to relevant government stakeholders** | | |
| **Description** | * Identify relevant government stakeholders with ability to influence or directly resolve issues (e.g., change existing policies, introduce new policies, create new budget lines) * Align with MoH EPI leaders on the coordination forum on whether to engage with relevant government stakeholders * Develop plan to communicate issues and engage with relevant government stakeholders | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation**  **(specific to Gavi**  **support)** | **Review findings and recommendations from EPI review, PCA and other assessments (including regular review of management capacity of the EPI team) and translate into actions** | | |
| **Description** | * Discuss key findings and recommendations from each review / assessment, and ensure a discussion on the management capabilities of the EPI team (including aspects such as clarity of vision and mandate, organisational structure, staffing, competencies, tools and processes, and enabling environment) * Identify concrete actions for government and partners to address challenges / bottlenecks identified through the reviews / assessments * Align on a prioritization of recommendations to respond to * Ensure the government and relevant partners define concrete action plans, detailing activities, outcomes, timeline, and assignment of responsibility | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation**  **(specific to Gavi**  **support)** | **Oversee progress of key PEF activities (including discussion and approval of PEF functions and PEF milestones) based on insights from the EPI team and operational/ technical coordination fora** | | |
| **Description** | * Review progress updates (prepared by partners) on progress on PEF functions and PEF semi-annual milestones * Identify bottlenecks and devise solutions to address them * Define concrete actions for partners to take to address issues that pose a risk to the successful implementation of PEF activities, with assignment of responsibilities for each action * Track status of follow-up actions in subsequent CF meetings * When PEF functions are completed and/or milestones reached, formally endorse (e.g., through voting) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

Information dissemination

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| **Recommendation**  **(specific to Gavi**  **support)** | **Share information highly relevant to the EPI programme, CF members, and the Gavi Alliance** | | |
| **Description** | * Share information highly relevant to the EPI programme, CF members, and the Gavi Alliance related to the EPI programme. Examples of relevant information to be disseminated include new strategies or policies of CF member’s organisations, new or revised Gavi guidelines, and new or revised WHO guidance * CF members are expected to share relevant information from each of their organisations during meetings | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

3. Governance of Coordination fora

**Terms of Reference (TORs)**

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| **Requirement** | **Draft formal terms of reference, approved by and shared with all CF members** | | |
| **Description** | * *[Requirement]* TOR should specify:   + Objective and mandates of the CF   + Membership composition, selection process, and membership rules (e.g., attendance and participation expectations, term limits)   + Meeting rules (frequency and timing of meetings)   + Decision-making procedures (including quorum, presence of chair, voting rules for approving different types of decisions)   + Support functions (including who is responsible)   + Roles and organisational structure of CF secretariat (or equivalent)   + Terms of reference for committees and/or working groups (if applicable) * TOR updated as needed * Up-to-date TOR shared with and signed by all members | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

**Meeting rules**

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| **Recommendation** | **Adhere to meeting frequency and timing as defined in the TOR, scheduled in advance and aligned with key grant cycle events; schedule additional ad-hoc meetings when needed (e.g., key approvals)** | | |
| **Description** | * Adhere to meeting frequency outlined in the TOR (suggested to be at least 4 meetings per year) * Schedule meetings in advance (suggested to be at least 2 months) * Align meeting times with key Gavi grant cycle events (e.g., HSIS/NVS grant application, Joint Appraisal) * Schedule additional ad-hoc meetings when needed (e.g. key approvals) | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

**Decision-making procedure**

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| **Requirement** | **Follow quorum as defined in the TOR** | | |
| **Description** | * Follow quorum (presence of at least a certain share of members during CF meetings to make any decisions, e.g. 75%) as defined in the TOR | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Follow other decision-making procedure as defined in the TOR** | | |
| **Description** | * Require presence of the Chair (or approved alternate) to take any decision * Define voting rules for approving different types of decisions. For example, defined distribution of votes among members to ensure an equitable balance of voices (potentially capping votes of donors and ensuring minimum number of votes for civil society), minimum share of votes to make different types of decisions | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

**Support Functions**

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| **Requirement** | **Take minutes for each meeting and share it with all CF members within a defined time period after a meeting, minutes should include list of members attending the meeting and whether quorum was met** | | |
| **Description** | * Take minutes during each meeting based on the defined template * Share minutes with all CF members following meeting within a defined time period after a meeting (e.g., 5 working days) * Meeting minutes should include list of members attending the meeting and whether quorum was met | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

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| **Recommendation** | **Devote staff capacity on the EPI team (including if possible EPI manager’s capacity) to carry out secretariat activities supporting CF** | | |
| **Description** | * Staff dedicated to provide the following support:   + Administrative activities (with dedicated EPI team members in charge), e.g., schedule meetings (place, date, invitation), collect and share pre-reads, share agenda, organize meeting logistics (room, food/drink), create transparency on attendance and key decisions   + “Content” activities (with the EPI manager or deputy in charge), e.g., develop agenda and pre-reads, shape a coherent meeting document, track follow-up on decisions taken (potentially through use of a dashboard) * Coordination Forum Secretariat or other group dedicated to supporting the Coordination Forum is funded by the government | | |
| **Self-assessment** | **Fully met** | **Partially met** | **Not done** |

COMPLETION of self assessment

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| CF Chair  [Name and Organisation Name] | CF members  [Name and Organisation Name] | CF Secretariat or  Support Structure Designate  [Name and Organisation Name] | Date of Assessment |

1. Comprehensive strategic plan refers to high-level plans for immunisation (e.g., Costed Multi-Year Plans, CMYPs) and immunisation-related aspects of health systems that are most relevant for the country [↑](#footnote-ref-1)
2. HSS renewals as of 2017 [↑](#footnote-ref-2)