

Mid-Term Review of Gavi's Civil Society & Community Engagement Strategy



OVERVIEW

The Mid-Term Review (MTR) carried out by Kati Collective measures the progress of CSO engagement in Gavi 5.0, as defined by the Civil Society and Community Engagement (CSCE) strategy. Findings from the MTR can inform Gavi more broadly about how CSOs impact its work and help contribute to its goals. The MTR offers key recommendations for Gavi's 6.0 strategy period to engage CSOs and communities.

RECOMMENDATIONS FOR THE CSCE IN 6.0

Overarching Themes

- 1 **Promote a cultural shift across the Alliance** to recognize CSOs as an integral part of a resilient health system critical to helping Gavi achieve its goals.
- 2 **Maintain momentum and continue the investments** in the 5.0 CSCE into 6.0 while **simplifying the strategy** for clarity of vision across the Alliance.

Strategic Recommendations

- 1 Establish organized **coordination and representation mechanisms** for CSOs to engage in Gavi processes at the **country level**.
- 2 Understand and amplify **CSO contributions and impact**, facilitate shared learning and good practices with improved **monitoring, evaluation and learning**, intentional documentation and cross-country knowledge sharing.
- 3 Ensure the **CSO hosting facility and Steering Committee** provide **more effective support** to the Constituency.
- 4 Tailor and target support to **key contexts and types of CSOs and communities** that require intentional strategies.
- 5 Apply **earmarking** of funds for CSOs **across all Gavi's relevant funding levers** where CSOs have the potential to contribute to national immunization goals, enabling better tracking, engagement, and measurable impact.
- 6 Foster more equitable and sustainable CSO engagement by **supporting local entities** to bring their expertise, capacities, and leadership to the fore.
- 7 Further streamline and refine options enabling access to funding for CSOs (especially local CSOs), and favor availability of **indirect funding channels**.
- 8 Streamline Alliance and Secretariat level CSO engagement and management structure to **improve coordination** of CSO activities at country level.

KEY FINDINGS

ALLIANCE

STRENGTHS

Board steer and funding impact	The Alliance has implemented the Board steer as envisioned, with most countries adhering to the 10% target , making over \$200 million available for CSOs across concerned funding levers.
Contextually relevant, tailored and targeted funding modalities	Funds are being effectively channeled to CSOs via a range of modalities to ensure prioritized funding reaches the right CSOs for the right country context.
Fund Manager mechanism	Has expanded and adapted Gavi's operating model to be able to engage a more diverse set of CSOs—in particular local CSOs —more effectively .
Innovative funding & humanitarian response	Catalytic funding and new funding mechanisms have accelerated allocations , while innovative management and partnerships have boosted Gavi's support for local CSOs and in humanitarian contexts.

CHALLENGES

Complexity & narrow focus	CSCE's design is overly complex and theoretical, limiting buy-in of the overall strategy. Additionally, effective communication of the CSCE across partners and stakeholders has been limited.
Fragmented operationalization	Due to poor coordination of the CSCE at Secretariat and across the Alliance including expectations, roles, and responsibilities . This fragmented Alliance and Secretariat set-up for CSO work causes confusion at the country level .
Inconsistent, weak monitoring systems and poor visibility of CSO impact	Challenges related to collecting data across funding mechanisms , partners, and teams results in barriers in aggregating and understanding outcomes and impact.
Suboptimal fund flow	Use of available funding mechanisms is not yet fully optimized with a big proportion going to global CSOs through direct contracting channels, further straining limited Secretariat bandwidth.

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KEY FINDINGS

CONSTITUENCY, STEERCO, HOST

STRENGTHS		CHALLENGES	
Collaborative relationships	Strong partnership between the Gavi Secretariat and CSO SteerCo have fostered co-creation, joint responsibility, and accountability in the CSCE process.	Delayed mapping and engagement of CSO constituency	Facilitation of two-way engagement with & full mapping of the Constituency by the Host was significantly delayed, leading to limited and low exchange with Constituency members and a lack of clarity on roles, responsibilities & profiles of members.
Global influence for CSOs	CSOs are supported to have a voice and influence at the global level, enhancing their legitimacy.	Unclear constituency roles	CSOs selected are not always the best fit for the work , and key groups like faith-based organizations and youth networks are not strategically engaged ; and localization is not yet fully implemented.
Agreement on key barriers with efforts to course correct underway	SteerCo has documented key barriers to fully engaging with the Constituency and have begun implementing solutions.	Political will and standardization issues	Communication regarding the Constituency's purpose, members, and organization has been unclear, leading to insufficient leverage , especially at the country level.
Piloting of a modality for vibrant CSO representation in FPPs	In these pilot countries, SteerCo members have worked to ensure CSOs are present, prepared, and heard at key moments in the FPP process at country level.	The SteerCo is limited in encapsulating all that civil society broadly has to offer Gavi...	...given its size, which limits the overall voice and representation of CSOs within the Alliance context.

COUNTRY

STRENGTHS		CHALLENGES	
CSOs are having an impact...	...via the three core pillars of work – advocacy, service delivery, and demand generation.	Misalignment of resources	Plans and budgets are diverted from CSCE core pillars , not sufficiently unlocking CSOs' potential in service delivery.
Increased funding for CSOs	There has been a sea change in funding availability for CSOs to support national immunization efforts.	Inadequate recruitment and engagement	CSOs selected are not always the best fit for the work , and key groups like faith-based organizations and youth networks are not strategically engaged ; and localization is not yet fully implemented.
Diversification of partnerships	Significant diversification of CSO partners, with a focus on engaging local organizations, and actors engaged in humanitarian contexts.	Lack of coordination and visibility	CSOs' roles in core countries are not sufficiently contextualized , especially in transitioning countries, and their contributions to routine campaigns are not visible.
Effective CSCE implementation at segment level	Successful implementation of the CSCE is most evident in HIC and F&C countries , with a staggered approach facilitating learning and refinement of support for CSO programming.	Key country-level stakeholders lack bandwidth and are often not full on-board...	...with meaningfully engaging CSOs, including Senior Country Managers who have a wide variance in how they engage with CSOs.