Gavi CSO fund manager mechanism

Change Request Process

PUBLIC

April 2026

Process for Change Management

Contents

Global Health Campus, Ch. du Pommier 40
1218 Le Grand-Saconnex, Geneva, Switzerland
Tel: +41 22 909 65 00
Fax: +41 22 909 65 50
www.gavi.org
info@gavi.org

Introduction

This guidance covers the principles and process for grantees who wish to make a change to their agreed workplan, results framework or budget.

The Gavi CSO funding mechanism supports CSOs working in challenging and evolving contexts. When a grant agreement is signed, grantees have a workbook which sets out a budget and a results framework which the grantee has committed to delivering. Due to the challenges of delivery, grantees may need to make changes to plans and therefore amend any part of their workbook. The funding mechanism supports adaptive programming, recognizing the evolving contexts.

Adaptation should be based on robust learning rather than on failure of project planning or management, and it should focus on adapting how the project seeks to achieve its objectives, rather than changing the overall objectives themselves. For example, there are several scenarios that may require a change request:

- **Timeliness**: external events e.g. natural disaster inhibit delivery and therefore impact timeliness of delivery
- **Budget**: staff changes may result in different levels of effort, and as a result require virements between budget lines
- **Output/activities**: feedback from community members highlights that alternative activities may have better impact than those originally planned
- **Partnerships**: relationships with downstream partners do not always work out and at times, alternative partners may be sought and changed during delivery
- **Risk**: the risk environment could change significantly, e.g. elections resulting in the need for several different changes.

It should be noted that, by default, grantees are required to deliver according to their originally agreed workbook. Any changes requested may be rejected by the fund manager. Grantees should deliver according to their original workbook until a change request has been agreed.

Types of Change Request

Formal vs informal

Some changes require formal agreement by the Fund Manager and revisions to your workbook, others can be managed informally. Guidance on the type of change is included in the table below:

	Formal Change Request	Informal Change Request
Workplan change	Substantive adjustments to planned activities and/or shifts of more than one quarter in delivery timelines.	Minor amendments to timing (within one quarter) or small adjustments that do not change the nature of activities.
Results Framework change	Changes to outputs. Project goals must remain unchanged, unless significant contextual changes are agreed with EPI/Gavi. Adaptations should adjust *how* objectives are achieved, not *what* the project aims to achieve	Minor changes (≤10%) to targets, or where targets remain achievable but shift between quarters. Clarifications to indicator wording that do not alter fundamental meaning or measurement approach.
Budget change	Virements of 20% or more between budget lines, or creation of new budget lines.	There are no informal changes to the budget. There is an allowed flexibility (expenditure may vary within individual budget lines of up to 20% of the agreed annual value), however any changes to the budget require a formal change request.

Informal change requests do not require an amendment to the Grant Agreement and can be handled through routine communication with grantees, without the need for additional templates or forms. **Formal change requests** require closer engagement with CSOs and must follow a defined and documented approval process. It is important to note that not all formal changes will require amendments to the Grant Agreement (GA), or Gavi approval

No-cost extensions

In most cases Change Requests must keep to the original project end-date. Where a grantee wants to extend the length of a project then a no-cost extension is required.

No cost extensions go through the same process as all other change requests. There is however an additional requirement, since project end dates are stated in the Grant Agreement any change impacting project dates must be reflected in an amendment to the Agreement. Please make your Grant Manager aware of the need for a no-cost extension early in the process.

Top-up funds:

Change requests should never result in an increase in total budget unless specified, in advance, by your Grant Manager. Where Gavi has determined that top-up funds may be allocated then grantees total budgets may increase and it is likely that the end date may also change.

Top-ups will also require changes to Grant Agreements as they change the budget total and project dates.

Process to Follow

Step 1	The first step in agreeing a change request is to talk to your Grant Manager in the fund management team. They will be able to help guide you through the process. Your Grant Manager will schedule a meeting including grantee, Fund Manager's in-country advisor, and fiduciary risk team.
Step 2	You will be asked to complete 2 documents: i)A change request form setting out the reasons behind the request: **Annex A: Gavi CSO Change Request Template** If the Change Request Template is approved: ii) A revised version of the project workbook. **Please do not make any changes to your workbook until an editable version has been provided by the fund manager**. Further guidance on how to edit the workbook is included in the following section.
Step 3	Once the Change Request Template and revised workbook have been submitted then these will be reviewed by the Fund Manager. It is likely that there will be some questions and a challenge process to discuss the revision.
Step 4	After the review is completed and a final version has been approved a revised version of the workbook which will be uploaded onto Grantelope and become the new agreed workbook, to be used for all reporting purposes. In most change requests this will be the final step in the process.
Step 5	If the change request includes a change to the total budget or a change to the project end-date then a revision to the grant agreement will be required before then revised workplan takes effect. You Grant Manager will be in contact with you to issue a revised Grant Agreement.

Guidance for grantees

Please consider this guidance before making any change requests.

Changes to the workplan or results framework

- Complete the Change Request Template in full. Please ensure that it could be read and understood by people not closely involved with the project.
    - Please ensure the rationale for the change is clearly explained
    - Proposed adjustments are specific, measurable and time bound.
    - Relevant sections of the workplan, budget and results framework are updated.

  When completing both the workplan and Change Request Template please ensure that the documents present a consistent and clear picture of the desired change.
- Please consider alignment with project objectives and ensure that the changes support the original project purpose and intended outcomes.
- Changes to the project may be forced by unexpected changes or external factors. Alongside the change grantees should consider:
    - Any changes required in the project Risk Register.
    - Any knowledge/learning which has been identified.
- The original workbook is a statement of the agreed activities and outputs of the project. The fund does practice adaptive management, but it is not acceptable to move too far from the project's intentions or delivery expectations.

Changes to the budget

Make sure that team members responsible for both technical delivery and finance are included in the discussions around the change request. In most cases a change impacting the workplan will also impact the budget.

- When editing the budget, please remember:
    - **Only use the editable version of the budget provided by the Fund Manager.**
    - **Edit the "Budget" tab. Please make no attempt to edit the "Original Budget".**
    - **Please make no changes to any of the quarterly reporting tabs.**
    - **Please add rows as needed to your budget. Do not delete or rename rows.**
    - **Do not duplicate existing budget lines.**
- Ensure that changes represent good value for money and that all revised spending is eligible under the rules of the funding mechanism.
- Unless specifically directed by the fund manager the total budget for the project should not be changed.
- Please note: the change request process is separate to grantee's quarterly reporting. Grantees should continue reporting on the existing version of the workbook, the change request process will be worked on in parallel on the editable workbook until any change is agreed.

Worked example and common problems

This is a simplified budget, spending funds on 4 budget lines. The project is already in progress and has recorded spending in Q1 and Q2.

However, spending is not according to budget:

- There is an overspend on Apples
- Underspending on Oranges, Bananas, and Pears
- Grapes have been added but are outside of budget

Budget

	Q1	Q2	Q3	Q4	
Apples	100	100	100	100	**400**
Oranges	100	100	100	100	**400**
Bananas	100	100	100	100	**400**
Pears	100	100	100	100	**400**
	400	**400**	**400**	**400**	**1600**

Expenditure

	Q1	Q2	Q3	Q4	
Apples	150	150			**300**
Oranges	50	50			**100**
Bananas	50	50			**100**
Pears	20	0			**20**
Grapes	50	50			**100**
	320	**300**	**0**	**0**	**620**

1. Good budget revision

This is an example of a good budget revision:

- The written explanation matches the budget changes.
- Unspent amounts in Q1 and Q2 have been reapportioned in Q3 and Q4.
- Realistic reforecasting has taken place.
- A line has been added for grapes.
- Budget for Q1 and Q2 now matches expenditure for those periods.

- Higher than expected demands for apples has led to a reprioritisation from other budget lines.
- Progress on Pears and Bananas has been delayed. We have put in place staff to scale up and catch-up some of the expenditure later in the year.
- Pears been have removed from the project, to be replaced by grapes

	Q1	Q2	Q3	Q4	
Apples	150	150	150	150	**600**
Oranges	50	50	120	120	**340**
Bananas	50	50	120	120	**340**
Pears	20	0	0	0	**20**
Grapes	50	50	100	100	**300**
	320	**300**	**490**	**490**	**1600**

2. Bad budget revision – deleting rows with expenditure

This is a bad budget revision. The grantee has deleted the Pears line as they don't intend to use it anymore. However, they had already spent funds under that line (see the expenditure table above) so they have pushed spending outside of budget.

	Q1	Q2	Q3	Q4	
Apples	150	150	150	150	**600**
Oranges	50	50	120	120	**340**
Bananas	50	50	120	120	**340**
Grapes	50	50	120	100	**320**
	300	**300**	**510**	**490**	**1600**

This same issue would appear if they were to rename the budget line "Grapes and Pears" the workbook identifies spending by the name of the budget line. Remember: **Add lines, do not delete or rename.**

3. Bad budget revision – not utilising underspends

This is a bad budget revision. The grantee has only adjusted quarters Q3 and Q4. This means that the underspends in Q1 and Q2 have not been reforecast.

	Q1	Q2	Q3	Q4	
Apples	100	100	150	150	**500**
Oranges	100	100	50	50	**300**
Bananas	100	100	100	100	**400**
Pears	50	50	0	0	**100**
Grapes	50	50	100	100	**300**
	400	**400**	**400**	**400**	**1600**

Best practice is to ensure your revised budget matches the spending which has already taken place.

4. Bad budget revision – not adapting to actuals

This is a bad budget revision. We can see that in the expenditure (above) the grantee is underspending on Oranges and Bananas and has started spending money on Grapes. None of this is correctly reflected.

	Q1	Q2	Q3	Q4	
Apples	100	100	150	150	**500**
Oranges	100	100	150	150	**500**
Bananas	100	100	150	150	**500**
Pears	50	50	0	0	**100**
	350	**350**	**450**	**450**	**1600**

In practice the Fund Manager will try to support you in this process by ensuring actuals to date are updated and included in the budget tab when an editable version is provided to you.