

Gavi CSO fund manager mechanism

Learning brief: Strengthening immunisation outcomes in Madagascar through strategic EPI and CSO engagement

Introduction

Despite ongoing efforts to expand immunisation coverage, missed communities in Madagascar continue to face barriers to access. Addressing these gaps requires more than technical delivery — it demands a multi-modal approach that integrates the expertise of the Expanded Programme on Immunisation (EPI) with the reach and community trust of civil society organisations (CSOs). Through the [Gavi CSO fund manager mechanism](#), this partnership is being strengthened, with strategic coordination playing a pivotal role in aligning efforts to national priorities and enhancing community outreach.



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Top three lessons from Madagascar

1

Joint engagement drives impact

Collaboration between EPI teams and CSOs is essential for effective community outreach and demand generation, particularly in under-served areas.

2

Strategic coordination enhances delivery

A multi-modal approach to this engagement – including the appointment of a Strategic Advisor under the Gavi CSO fund manager mechanism – fosters high levels of coordination, oversight and communication between stakeholders.

3

Alignment with national priorities ensures sustainability

EPI and CSO engagement within the fund manager mechanism ensures that Gavi-funded initiatives support national immunisation goals and lay the foundations for enduring partnerships beyond the life of individual projects.

The role of the EPI in Madagascar and strategic advisor support

The EPI is responsible for implementing Madagascar's National Immunisation Strategy, delivering high-quality vaccination services and overseeing procurement, service delivery, communications and monitoring and evaluation. At the project level, the EPI works closely with CSOs to supervise community-level activities and ensure alignment with national priorities.

Recent efforts have focused on deepening CSO involvement in national immunisation programmes. This includes providing technical guidance, integrating CSOs into operational structures and strengthening oversight mechanisms to support effective planning and delivery.

Strategic Advisors, appointed through the Gavi CSO Fund Manager mechanism, serve as key facilitators between EPIs and CSOs. In Madagascar, Faniry Raharivelo plays a central role in aligning technical and communication efforts with the National Immunisation Strategy, while fostering strong partnerships and supporting implementation.

Sustaining momentum through strategic collaboration

Faniry's multi-modal strategy continues to reinforce stakeholder relationships and strengthen the fund manager mechanism.

Her work includes:

- Supporting CSOs in implementing and assisting the EPI with oversight and coordination
- Analysing and reporting on engagement outcomes to inform improvements to the National Immunisation Strategy
- Documenting best practices to highlight the value of CSO contributions
- Advocating for increased government investment in civil society-led health initiatives.

Early outcomes and emerging impact

Early engagement with the EPI has yielded tangible benefits. All four Gavi-funded CSO projects are now live, with activities closely aligned to government priorities, particularly around increasing vaccination coverage. Stakeholders are actively supporting and monitoring performance, demonstrating the value of coordinated implementation.

Lessons for effective EPI engagement

Faniry's experience highlights several **critical factors for successful EPI engagement:**



Clearly articulate the objectives and operational model of both the fund manager mechanism and the CSO projects



Build mutual trust by aligning stakeholder goals and promoting shared accountability



Maintain consistent communications throughout implementation and monitoring.

She also emphasises the importance of CSOs:



Avoiding parallel planning or operations without EPI involvement and **preventing** duplication and fragmentation by coordinating efforts within existing systems.

Shaping future work in Madagascar

CSOs bring essential expertise in reaching 'zero-dose' and under-immunised children, while fostering community ownership of immunisation efforts. Building on current successes, future priorities include:



Scaling proven approaches to reach missed communities



Advocating for CSO inclusion in EPI planning and decision-making



Elevating CSO leadership in public health funding and community engagement.

Applying lessons beyond Madagascar

While contexts vary, the principles of effective EPI-CSO engagement are widely applicable. Immunisation programmes in other countries should aim to:



Integrate CSOs into planning and decision-making processes



Build partnerships grounded in professionalism, transparency and accountability



Promote structured and adaptive dialogue between EPIs and CSOs to respond to evolving public health needs.

About the Gavi CSO fund manager mechanism

To help increase immunisation coverage in lower-income countries, Gavi, the Vaccine Alliance launched a series of opportunities for civil society organisations (CSOs) to deliver projects reaching zero-dose children and under-immunised communities.

Gavi is supported by [MannionDaniels](#), a global health and social development consultancy, which is working with [Oxford Policy Management \(OPM\)](#) in a consortium to manage an end-to-end fund manager mechanism.



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