

Gavi EVALUATION MANAGEMENT RESPONSE TEMPLATE					
Business Owner	Pascal Bijleveld, Director, Country Support				
Evaluation Title	Evaluation of Gavi Support to Civil Society Organisations (CSO)				
Evaluation Year	2018				
Evaluation Purpose	To inform the decisions related to improving the way in which Gavi provides support to CSOs through the CSO Platform model and through HSS grants as part of its current Gavi's 2016-2020 strategy, as well as in future strategies.				
Evaluation Objectives	To assess the overall relevance, effectiveness, efficiency, results and sustainability of the Gavi Civil Society Organisations ("CSO") Platform model, and the effectiveness, outcomes, results and sustainability of Gavi direct support to CSOs through country Health Systems Strengthening ("HSS") grants from 2011-2017.				
Overall Response to the Evaluation	The Secretariat recognizes the need to develop a clear long term vision for CSOs aligned with its strategic goals to contribute towards Gavi's immunization objectives. CSOs have a particularly important role to play in reaching marginalised and hard-to-reach communities in both rural and urban settings; they can complement public service delivery (particularly in fragile and conflict settings) where government services struggle to reach; help address demand barriers including vaccine hesitancy; and they can be powerful advocates for increased political and financing commitment towards health and immunization. A strong and vibrant civil society is key to achieving equitable progress toward improved immunisation and broader health goals. With this view in mind, the Gavi secretariat is satisfied with the evaluation outcomes and recommendations to inform the next steps for rethinking the CSO engagement and developing new modalities for intensified CSO engagement at country level.				
KEY FINDINGS, RECOMMENDATIONS AND ACTIONS					
Finding 1	Overall design of Gavi's approach to engaging with CSOs: While the CSO Model design is relevant and aligned with Gavi's strategic sub-objective related to strengthening civil society engagement, Gavi has not articulated a clear vision of how CSO support can support Gavi's wider Strategic Goals.				
Recommendation	1. Develop a comprehensive long-term vision for CSO engagement that recognises the various roles and functions that CSOs can play. This should use equity as an organising principle and explicitly articulate integrated approaches, whereby demand, service delivery and gender are appropriately addressed using CSOs as an effective mechanism to attain goals. This vision will have a global-level arm, led by the PPE team, and a country-level arm led by the Country Support team.				
Management Response (Agree, Partially Agree, Reject)	Agree				
If recommendation is rejected/partially accepted, indicate reasons:					
Actions planned	Gavi Lead Team	Partner Agency (if applicable)	Expected Completion (MM/YY)	Implementation status	Comments
1. Leverage the Gavi 5.0 strategy development process to gather input from CSOs on how to lay the foundations of a more comprehensive Gavi CSO long-term vision for engagement.	Strategy	CSO	Q3 2019	Ongoing	CSO Constituency is engaged in the Gavi 5.0 discussions and has been included in several consultations prior to the Board retreat, and the Board retreat itself
2. Aim to have a Gavi CSO 'Vision' and/or Strategic Framework, which would be jointly produced with the Alliance partners, including CSO Constituency, by the end of 2019	Health Systems & Immunisation Strengthening	CSO	December 2019	Ongoing	In 2018 representatives of the CSO Steering Committee actively participated in the development of the new Alliance framework on Demand Generation. This is broad and holistic in scope and encompasses everything from improving service quality and accountability; engaging communities and making immunisation a social norm; building trust and confidence in vaccines and immunisation; building political will and financial sustainability for immunisation; and harnessing social data for achieving improved results. CSOs are envisaged to play a key role in making it a reality. Building on the recent work of the Equity Reference Group the Secretariat and partner 'Demand Hub' are keen to make stronger connections between the demand generation, gender, equity and CSO workstreams within the Alliance as a matter of urgency. This would give us a much stronger integrated platform on which to build out a more aspirational community, civil society and CSO vision. In addition, a draft country engagement framework was developed by the Secretariat towards the end of 2018 to address some of the more operational and management findings of the evaluation. While this does not represent the CSO 'Vision' or Strategic Framework, it can be built upon going forward. The CSO focal point in the Secretariat will come onboard at the beginning of July, and will play a critical role in helping drive forward this new strategy. The Secretariat has already met with CSO Steering Committee representatives to discuss the way forward, including the development of both the CSO Vision and Strategic Framework. The new CSO focal point will meet in July 2019 with the CSO Steering Committee to agree on a clear timeline for taking forward the visioning and strategic framework exercise with agreed touch points and regular opportunities for broader consultation with the CSO Community. The consultations should include role of CSOs to be included into the TOC for new Gavi 5.0. The consultations will explore how to develop more inclusive country driven engagement, increased accountability, opportunities for capacity building for the countries as well as ways of which to reduce bottlenecks for fund flow (including CSOs as fund recipients and holding Govts accountable for funds to CSOs for implementation). It will consider and build off the main outcomes of the CSO Constituency Steering Committee meeting in May 2019.
3. Active engagement within the Demand Generation SFA and new Alliance Demand Hub mechanism	Health Systems & Immunisation Strengthening	CSO	The initial CSO consultancy will be finished by 06/19 and likely to be expanded into a second phase to test and pilot new CSO engagement approaches in a number of priority countries by end 2020	Ongoing	The Alliance is intensifying overall efforts on demand and the HSS team at the Secretariat is working very closely with members of the CSO steering committee. An intensified period of learning and testing in the demand generation space is feeding into the design of Gavi 5.0. A specialised consultancy group has been hired to work with the Demand Hub (under the demand SFA) to better define CSO roles and responsibilities aligned to the Alliance demand framework. An initial landscaping of CSO engagement in demand is nearing completion, with the next step to use the insights to develop a tool to help CSOs increase their engagement in immunisation related work in one initial country, potentially Pakistan. A phase 2 proposal is being developed in consultation with the CSO steering committee Demand Hub members that will expand the testing and learning to a further 3 or 4 countries (likely to include India and Nigeria). These countries are likely to be selected due to their high prioritisation in the draft differentiated approach, the strength of CSOs partners in-country, and enthusiasm from the CSO Constituency Steering Committee. The CSO focal point will help make stronger linkages within the Secretariat with a new integrated team bringing together the different workstreams relating to demand, community and CSOs ensuring that tools, resources, approaches are shared more fluidly and connections and synergies made.

<p>4. Political will building - National and regional level. Engaging CSOs to be part of country plans but also by creating opportunities for capacity building workshops such as convening peer learning meetings to strengthen country ownership in political will building in priority countries. Developed a toolkit to assist CSOs with (i) immunisation briefings including gender, equity, SDGs, education and return on investment (ii) advocacy and communication tools and guidance including policy memos, social media content, and elevator speech talking point.</p>	Public Policy Engagement	Multiple core partners	Ongoing	Ongoing	<p>CSO feedback was sought during the design and development of a tool kit, which was presented at the CSO Nairobi discussions in late 2018. Advocacy workshops have been held in some priority political will building countries such as Ghana, Angola, and Nigeria. Work on a scorecard translating the AU health and immunisation commitments to implementation is ongoing and involves multiple partners including CSOs, AU, GF, WHO and UNICEF. Actions are being developed with OAFAD and also through Africa Immunisation week to identify leverage opportunities for CSOs and other partners at country level. PPE has supported CSOs to attend PMNCH and Women Deliver to enable them to share their experience and their ideas to decision makers, as well as to take advantage of the knowledge and networking opportunities of these dialogues and want to increase these sorts of actions. With the CSO focal point on board in country programmes, stronger linkages will be made between PPE and Country Programmes in terms of coordinated capacity building for key areas related to CSOs including demand, service delivery and quality, social and political will building, equity and gender as well as capacity for monitoring and evaluation that will be invaluable in helping CSOs better articulate their value and contribution to results. Ensuring an integrated approach across these key areas will be vital to maximise efficiencies.</p>
<p>5. At the Global level, we partner with CSOs to ensure that high level political messages and advocacy asks to influence global policy discourse are developed and disseminated jointly. Examples include, PMNCH Political Forum, WHA, SAGE, Astana conference, UHC Forum and Women Deliver. CSO are also supported to represent GAVI on various panels and keynote addressed, where shaping of agendas and interventions are crafted together. PPE also works closely with Steering Committee focal point to draft engagement plans in key moments such as MTR and Replenishment.</p>	Public Policy Engagement	Multiple core partners	Ongoing	Ongoing	<p>PPE is increasingly working with CSOs in the building of key messages to use for advocacy in global dialogues, such as Women Deliver, UHC, World Health Assembly and more. PPE is also bringing CSOs to represent their views and experiences from local level to these dialogues to tell their stories and bring their ideas and solutions forward. PPE shares advocacy materials with the CSO Steering Group for them to take on board the PPE's policy and political asks and transmit in their advocacy work and through their networks. PPE engages in CSO advocacy calls monthly through EWEC processes and intermittently through other groupings such as with NCDs or UHC or PHC. PPE has offered to help resource the UHC Civil Society Engagement Mechanism for two meetings in Gavi countries to canvas UHC issues and will look for other opportunities such as this. PPE would welcome the CSO Strategy to give a better understanding of the priorities CSOs will pursue to give PPE the opportunity to find enabling opportunities or mechanisms to assist further with global advocacy work. PPE is expecting further and deeper work in terms of Champions and engagement in the context of replenishment. PPE has also launched an internal process to clarify focal points in different areas of Gavi on various work priorities. PPE has started making regular points about the need for CSOs and the advantages of their work and challenges they face in public dialogues to raise awareness of the value of CSO work in service delivery, as local and trusted champions and in identifying policy solutions.</p>
<p>Finding 2 a. Overall design of Gavi's approach to engaging with CSOs: Platform objectives have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.</p>					
<p>Recommendation 2. Shift from a 'one size fits all' approach to engaging CSOs to a more flexible and problem-driven approach that is based on careful consideration of country issues.</p>					
<p>Management Response (Agree, Partially Agree, Reject) Agree</p>					
<p>If recommendation is rejected/partially accepted, indicate reasons:</p>					
<p>Actions planned</p>					
<p>1. Development and implementation of tailored and focused support to CSOs. Focus of CSO engagement will be clearly identified and aligned with overall immunization priorities fit for each country context. The CSO efforts will be part of the country's TOC. The nature of the engagement will be discussed and agreed upon with relevant stakeholders.</p>	Gavi Lead Team Country Support	Partner Agency (if applicable) CSO	Expected Completion (MM/YY) On-going activity	Implementation status Ongoing	<p>The CSO value will include:</p> <ul style="list-style-type: none"> • Demand Generation, including service quality and accountability and community engagement • Targeted outreach to help overcome equity and gender-related barriers in reaching marginalised and hard-to-reach communities in both rural and urban settings. • Complementing public service delivery, in particular in hard-to-reach areas, zones of conflict or acute emergencies. • Advocacy and social and political will-building, including in priority and transitioning countries. <p>A paper outlining the proposed approach towards country engagement has been drafted and discussed with the CSO constituency in late 2018. But ultimately, the approach will be on a country-by-country basis.</p>
<p>2. Build Capacity of CSOs - efforts will be tailored based on the capacity / maturity level of the CSOs as well as country context.</p>	Country Support	CSO	On-going activity	Ongoing	<p>A country grouping exercise was done to look into the potential capacity building needs of CSOs in Gavi-eligible countries. The country grouping can help the Secretariat gauge the potential level of capacity building effort that will be required for CSOs by country. The grouping exercise requires further granularity and needs to be linked to the landscaping exercise that is currently being undertaken for the Demand Hub. Further analysis will help define needs based on thematic areas or multi country groupings. These thematic or multi-country capacity building needs would be identified through Secretariat Country Teams, country stakeholders and the CSOs constituency.</p> <p>Gavi will ensure that any capacity building efforts are driven by identified needs and that priorities are well defined and contextualized and that interventions are results-based -- rather than simply justifying the existence or continuation of dedicated immunisation related CSO networks or platforms.</p> <p>The CSO focal point, joining the team in July, will help facilitate and coordinate this effort.</p>
<p>Finding 2 b. Overall design of Gavi's approach to engaging with CSOs: Platform objectives have shifted significantly over time, demonstrating a lack of clear focus on what the Platforms were actually being supported to do.</p>					
<p>Recommendation 3. Ensure that appropriate funding modalities are in place to facilitate the various roles and functions that CSOs are expected to play.</p>					
<p>Management Response (Agree, Partially Agree, Reject) Agree</p>					
<p>If recommendation is rejected/partially accepted, indicate reasons:</p>					
<p>Actions planned</p>					
<p>1. CSO engagement under HSS as well as PEF TCA window</p>	Gavi Lead Team Country Support	Partner Agency (if applicable) CSO	Expected Completion (MM/YY) On-going activity	Implementation status Ongoing	<p>Funding windows include HSS and increasingly PEF TCA. Ensuring that and making it possible for CSOs to actively participate in upcoming JAs and other country engagement process (PSR, PPP, etc.) will be vital to ensuring that CSOs are part of country planning processes for both HSS and PEF TCA, and able to seize available opportunities.</p> <p>CSO engagement must be country-driven with clearly articulated, realistic results. The Secretariat will ensure support is well-targeted and defined to contribute to the overall country strategy and agreed objectives (rather than sustaining CSO platforms as an objective in and of themselves).</p> <p>The PEF TCA window is a modality that is managed directly by the Secretariat. Needs and priorities are agreed and identified at country level, but are not limited by HSS ceilings. This modality can be used to support efforts around demand generation, coverage and equity as well as political will building and advocacy.</p>

2. CSO engagement under PEF-TCA	PEF	CSO	On-going activity	Ongoing	With guidance from the CSO focal point, the Secretariat plans to increase the number of CSOs accessing TCA funds, helping to decentralize TCA support in countries. Several support tools are currently under development to optimally guide expanded partners in obtaining TCA funds and for reporting progress on TCA project implementation. These efforts should help increase the opportunity for CSOs, especially those working at the local level, to become engaged. This links to the development of an engagement tool being developed under the Demand SFA for the Demand Hub.
Finding 3					
Governance and Management Arrangements: The overall governance and management structure for the CSO Model is very complex, posing some issues in terms of lines of accountability.					
Recommendation					
4. Redesign the governance and management arrangements for CSO support to ensure that roles, responsibilities and lines of accountability are simplified and clearly defined					
Management Response (Agree, Partially Agree, Reject)					
Agree					
If recommendation is rejected/partially accepted, indicate reasons:					
Actions planned					
1. Streamline the management of CSO engagement and bring the management responsibility to the Secretariat. This aims to reduce high management and transaction costs, bring greater clarity to respective roles and responsibilities and ensure overall greater alignment with Gavi's business model, including greater Secretariat ownership.	Gavi Lead Team Country Support	Partner Agency (if applicable) CSO	Expected Completion (MM/YY) Q1 2020	Implementation status Completed	Comments To strengthen the Secretariat's role, a cross-cutting team within HSIS is being brought together covering demand, gender, and CSO-related efforts. This will ensure greater critical mass and a more integrated approach. The CSO focal point will be housed within this team, with a direct reporting line to the Country Support Director, to also ensure close support and alignment with the in-country support work. The focal point will also play a critical role in ensuring linkages are made across the teams in the Secretariat, in particular the Public Policy Engagement team, which will continue to manage the global relationship between the Secretariat and the CSO Steering Committee. This will increase the ownership and visibility within the Secretariat and potentially with other Alliance members on CSO related issues. It will allow to set much clearer objectives in consultation with internal and external stakeholders for the CSO support and adaptation of these objectives for each country based on the country context. It would ensure greater alignment with overall Gavi portfolio support towards Gavi's goals. OAG in its current form will not continue. Quarterly meetings between the Secretariat and the CSO Steering Committee Chair are organized and it has been agreed to include the Secretariat more actively in discussions of the Steering Committee, where relevant.
2. Establish and maintain a regular exchange platform (e.g. via regular video conferences) for PEF TCA expanded partners (incl. CSOs) to jointly discuss roles, responsibilities, accountability and any other relevant experiences and best practices around the planning, implementation and monitoring of PEF TCA	PEF	Multiple core partners	Q3 2019	Not started	This platform would be in addition to a platform that PEF Secretariat regularly organizes with PEF core partners (WHO, UNICEF, WB, CDC, Gates).
3. Conduct survey with PEF TCA expanded partners (incl. CSOs) for systematic feedback on bottlenecks and opportunities for strengthening planning, implementation and monitoring of TCA	PEF	Expanded Partner	Q3 2019	Not started	Survey results are planned to inform processes, guidance, coordination and overview at both at Gavi Secretariat and country level for strengthening planning, implementation, and monitoring of PEF TCA
Finding 4					
Governance and Management Arrangements: Governance and management decision-making processes have not been performed in a particularly effective and/or efficient manner. This owes to the complexity of the arrangements, confusion on roles and responsibilities, a mismatch of capabilities to those roles and responsibilities and a weak culture within the Secretariat to promote and champion CSO support, all resulting in stakeholders not fulfilling their roles and responsibilities as envisaged.					
Recommendation					
5. Strengthen the internal prioritisation and ownership of CSO support within the Secretariat.					
Management Response (Agree, Partially Agree, Reject)					
Agree					
If recommendation is rejected/partially accepted, indicate reasons:					
Actions planned					
1. Streamline the management of CSO engagement and bring the management responsibility to the Secretariat. This aims to reduce high management and transaction costs, bring greater clarity to respective roles and responsibilities and ensure overall greater alignment with Gavi's business model, including greater Secretariat ownership.	Country Support	CSO	On-going activity	Ongoing	Please see above Finding 3, Action 1
2. Hire a dedicated full time focal point for CSO engagement	Health Systems & Immunisation Strengthening		May 19	Completed	The focal point began her contract on 1 July 2019. She will be part of a cross-cutting group in the Secretariat bringing together demand, gender and CSO-related efforts, and ensure the right linkages are being made across the Secretariat and other relevant CSO stakeholders. This focal point will be instrumental to support country engagement, develop guidance, liaise with CSO Constituency and other relevant internal and external stakeholders. The role will support in-country CSO engagement through SCMs and Alliance partners. This focal point will also play a key role to help develop Gavi's CSO Strategy going forward.
3. Continue the management and support of the contract with IFRC to host the coordination of activities and strategic engagement of the members of the Steering Committee, as part of the PEF Foundational support. As business owners of this contract, PPE have reshaped lines of accountability within the IFRC by (i) establishing IFRC director of health, as the official counterpart to this agreement and re-arranging reporting lines (ii) requesting more frequent and detailed reports of activities and strategic engagement of the Steering Committee, in line with milestones agreed upon within the contract (iii) Increasing frequency of touch points to maintain transparency and feed into each other workplans (iv) discussing opportunities for joint advocacy. The purpose of doing so was to clearly define various roles within this agreement, in line with a mutual accountability framework as well as to deepen the strategic engagement with the Steering Committee for political will building efforts from national to global level.	Public Policy Engagement	CSO	Dec.19	Ongoing	This is a year to year annual contract which can be renewed on satisfactory achievement of milestones and also in conjunction with the recommendation of the Gavi CSO Steering Committee and subject to Gavi assessment and due diligence procedures.
Finding 5					
Implementation arrangements: The selection and engagement of Fund Managers was not conducted in a transparent manner and there have been significant inefficiencies in these processes. There is mixed evidence on the efficiency and effectiveness of selecting Facilitating Organisations, resulting in examples of both high and low performance in different settings.					
Recommendation					
6. Develop guidance on roles, responsibilities and processes for CSO engagement					
Management Response (Agree, Partially Agree, Reject)					
Partially Agree					
If recommendation is rejected/partially accepted, indicate reasons:					
These processes were done outside of the Secretariat. Hence the secretariat cannot act on these. However, going forward, it is agreed with the CSO Constituency that management of the CSO engagement should be responsibility of the Secretariat. A more streamlined management approach planned and noted on the above points (findings 3 and 4)					
Actions planned					
1. Streamline the management of CSO engagement and bring the management responsibility to the Secretariat. This aims to reduce high management and transaction costs, bring greater clarity to respective roles and responsibilities and ensure overall greater alignment with Gavi's business model, including greater Secretariat ownership.	Country Support	Multiple core partners	On-going activity	Ongoing	Please see above number 3. In addition it is planned that there will be country grouping which will help to define the nature of CSO engagement in terms of capacity building as explained under finding 2.b. It is planned these will provide guidance to countries and CSO to define the TORs for support which will be managed and funded by Gavi's standard procurement processes. It is envisaged that such approach would bring more clarity for roles and responsibilities under clear contractual agreements.

Finding 6	Implementation arrangements: The funding mechanisms and processes for CSO Platform support have not operated efficiently at all times, with substantial delays in disbursements both from Gavi to Fund Managers, and from Fund Managers to Platforms.				
Recommendation	7. Consider the costs and benefits of engaging intermediary organisations to support the management and monitoring of CSO activities				
Management Response (Agree, Partially Agree, Reject)	Agree				
If recommendation is rejected/partially accepted, indicate reasons:					
Actions planned	Gavi Lead Team	Partner Agency (if applicable)	Expected Completion (MM/YY)	Implementation status	Comments
1. Streamlining CSO engagement and alignment with country's theory of change, making it possible for CSOs to take part in HSS, PEF TCA support and not limit to a global single contracting	Country Support	CSO	On-going activity	Ongoing	Under the planned CSO engagement the CSOs have more possibility to benefit from PEF TCA support as well as HSS. In order to achieve this CSOs have to be part of the country dialogue along with other stakeholders and Alliance partners. The modality will make it possible to tailor the support and identify most appropriate funding mechanisms in the country engagement framework. This will also allow the Secretariat to be able to agree on activities as well as indicators for monitoring.
2. The country grouping will allow developing customized support for individual country needs and profile of CSOs. This will make it possible to use variety of funding instruments available to Gavi.	Country Support	CSO	On-going activity	Ongoing	The country grouping will allow CSO engagement to be further defined and this will allow develop more flexible support for CSOs. These groupings and planned support can be summarized as follows: 1. Mature CSO constituency able to engage with in-country processes without added support • In the countries where there is mature CSO engagement the plans can be further detailed and supported with program guidance provided by the Alliance on demand generation, political will, advocacy, and service delivery and CSOs can be identified through a RFP process to provide needed TA to countries. 2. Growing and increasingly mature CSO constituency but still requiring some degree of guidance and explicit outreach • SCMs to encourage inclusion of CSOs into all country processes and to use, where available, local CSOs for TA provision • Continued support, where needed, to the CSO constituency in-country through a platform or other relevant approach. • Based on the discussions at the country levels, capacity building needs could still be needed in certain areas. Specific TORs for such assistance should be developed parallel to country plans and submitted as part of the TCA and could include aspects such as: i) Strengthening program management including financial management for CSOs (in these countries, CSOs are likely to be part of HSS implementation); ii) M&E and reporting, documentation of achievements, lessons learned iii) Resource mobilization, etc. 3. Weak CSO engagement requiring further capacity building investments • Countries where CSO engagement remains very weak will require revisiting the overall CSO engagement, develop a new vision, structure and strategy to identify appropriate TA support • Based on this plan, level of engagement and funding support would be agreed. This could include some seed funding for operational costs of the CSOs or other agencies as appropriate. • Similar to the 2nd grouping, specific TORs for capacity building and support should be developed in alignment with country plans and submitted as part of the TCA. • CSO capacity building needs could potentially be grouped to cover multiple countries (e.g for a sub-region) or per technical area. The Secretariat will announce RFP for this work and directly manage it as part of expanded partner work.
Finding 7	Governance and Management Arrangements: The proposed two-year duration of Platform support was not adequate or realistic to achieve the planned objectives. The size of budgets has been sufficient to meet the CSO Platform objectives.				
Recommendation	8. Continue to work to ensure that Gavi's existing funding windows (and any new ones) are accessible to CSOs.				
Management Response (Agree, Partially Agree, Reject)	Agree				
If recommendation is rejected/partially accepted, indicate reasons:					
Actions planned	Gavi Lead Team	Partner Agency (if applicable)	Expected Completion (MM/YY)	Implementation status	Comments
1. Alignment of CSO efforts with other on going Gavi supported activities for immunization in each country tailored to the country context. This will ensure that CSO efforts are not stand alone and fragmented but rather part of the overall TOC. This will ensure CSOs are part of the dialogue in the country will all stakeholders. The level dialogue will inform the CSO engagement and contributions to the HSS, TCA and other Gavi support.	Country Support	Multiple core partners	On-going activity	Ongoing	This will require dedicated resource in the CS to support SCMs in their role of facilitating discussions at the country level. As noted in finding 4, action point 2. For country driven, tailored and better aligned CSO planning, it is important to involve multiple stakeholders including CSOs, WHO, UNICEF, the WB etc. These coordinated discussions should occur regularly at country-level.
2. The Demand Generation SFA holds conference calls every 2 weeks where there are regular discussions on opportunities for engagement in JAs, FPP processes, and annual TCA windows. There is also intensified partner coordination for a number of identified priority countries, where CSO engagement is particularly key.	Health Systems & Immunisation Strengthening	Multiple core partners	On-going activity	Ongoing	
Finding 8	Implementation arrangements: There is evidence of increasing commitment to the principle of CSO inclusion in HSS country funding application and monitoring and evaluation processes, as well as an increasing willingness on the part of governments to allocate HSS grant budgets to CSOs. However, the available evidence suggests implementation has been severely delayed and has occurred in a few countries only.				
Recommendation	9. Consider a range of design features to appropriately target CSO support, including geographical scope, duration of support and quantum of funding.				
Management Response (Agree, Partially Agree, Reject)	Agree				
If recommendation is rejected/partially accepted, indicate reasons:					
Actions planned	Gavi Lead Team	Partner Agency (if applicable)	Expected Completion (MM/YY)	Implementation status	Comments
1. Country tailored and aligned support will enable to design interventions for CSOs in the countries. To achieve this there will be increased facilitation by SCMs for CSO related interventions as appropriate.	Country Support	Multiple core partners	On-going activity	Ongoing	For country driven and better aligned CSO planning, it is important to involve multiple stakeholders including CSOs, WHO, UNICEF, the WB etc. This engagement started in some countries such as South Sudan, Mali, and Madagascar
2. HS15 focal points also help facilitate discussions to help increase CSO engagement in the design and implementation of HSS grants, supported by the CSO focal point and Demand Lead within the HS15 team.	Health Systems & Immunisation Strengthening	Multiple core partners	On-going activity	Ongoing	
Finding 9	Implementation arrangements: Despite these delays, some demand generation activities have been implemented, with evidence to suggest that a total of 6.7 million individual beneficiaries have been reached with some form of demand generation activity in the last two years.				
Recommendation	10. Develop a results framework to fully reflect the nature of CSO activities being implemented and the expected contribution to Gavi's Strategic Goals.				
Management Response (Agree, Partially Agree, Reject)	Partially Agree				
If recommendation is rejected/partially accepted, indicate reasons:	Unfortunately, CSO contributions from the past interventions are difficult to verify or validate. For Gavi overall KPIs, the CSO constituency took the lead on developing indicators which did not take the demand generation into consideration. On a separate workstream, the CSO Constituency developed a CSO Framework to measure CSO achievements which is funded by Gavi. However the CSO Framework is still being piloted in 2 countries and results yet be shared with the Secretariat and other relevant stakeholders. It is still unknown if this framework is the right tool for scaling up.				
Actions planned	Gavi Lead Team	Partner Agency (if applicable)	Expected Completion (MM/YY)	Implementation status	Comments

1. Develop improved metrics for measuring changes in (1) demand; and (2) gender-related barriers to immunisation	Health Systems & Immunisation Strengthening	WHO	Q1 2020	Ongoing	The Secretariat demand team is currently reviewing all demand, CSO, and gender metrics within the HSIS catalogue of indicators. In parallel the Demand SFA has established an expert working group on data for demand under the leadership of WHO who will also help with the process of developing improved metrics and measures on demand. The data working group and Demand Hub is working closely with the CSO Steering Committee on this.
2. Develop results framework that is in alignment with the new integrated approach to CSO engagement, including CSO interventions in demand generation (in line with HSIS policy review)	Health Systems & Immunisation Strengthening	CSO Constituency	Q4 2020	Ongoing	This work will include other Alliance partners through the Demand Hub as well as Secretariat teams.