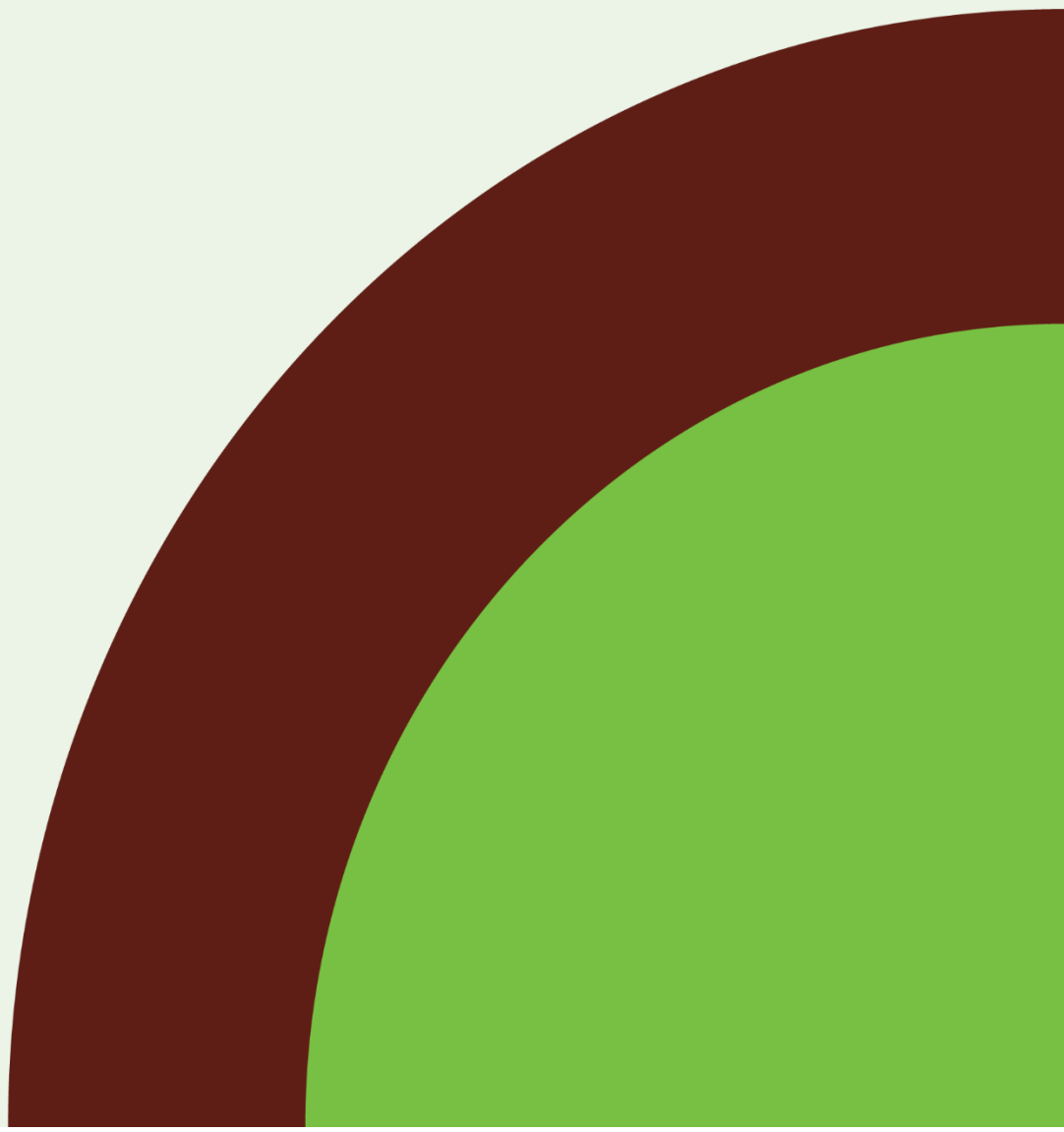


# CRVS Systems Improvement Framework

Stage 0:  
Planning and Preparation

NOVEMBER 2025 (VERSION 2.0)





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# Stage 0. Planning for CRVS systems improvement

## Stage 0 – Introduction and overview

**This stage outlines the preconditions for success when implementing the CRVS Systems Improvement Framework. It outlines nine main activities that should be completed prior to beginning Stage 1.**

Note that many of these activities may not happen in the order presented below, some may occur simultaneously, while others may occur more than once. For example, it may be that advocacy is required *before* a decision is made on who will implement the Framework, to get partner buy-in. Alternatively, the implementation team may change *after* initial advocacy is carried out, once partners learn about the Framework and wish to be involved. If the national CRVS committee hasn't been active for several years, a small group of CRVS champions may need to conduct initial stakeholder mapping, to ensure all relevant partners are represented in the committee. Advocacy and communication, while listed here as a single activity, are likely to occur multiple times during the system improvement process.

Overall, what is most important is that all the activities are completed before moving to Stage 1, rather than strictly adhering to the order as outlined below.

## 1. Establish (or revive) a national CRVS committee

**Ideally, this should be done first. Depending on the country context, there may be a need to conduct advocacy and raise awareness among key stakeholders as part of this activity – especially if there isn't an existing committee, or if the current committee has been non-functional for a few years.**

As a first step, a national coordination committee for the CRVS system should be established or revived. The committee should include representatives from the three major agencies involved in CRVS: the ministry in charge of the registration of vital events (for example, justice or interior), the ministry of health, and the national statistics office, along with other key partners, including, for example, the ministry or agency in charge of national identity management (if separate from civil registration), the office of the prime minister or president, and other relevant line ministries. Where possible, the committee should include representatives from the ministry of finance (and/or economy), as domestic co-financing, resource mobilization, financial sustainability, and eventual government ownership must be part of the planning and implementation processes.

The national coordination committee should be chaired by a high-level official – this is important to ensure that decisions made by the committee are enforceable. The committee should lead and coordinate all national CRVS improvement efforts. It should be a permanent part of the CRVS system (i.e., not just for applying the Framework) and provide continuous leadership, guidance and oversight in improving the CRVS system in general and implementing the activities of the Strategic and Action Plan.

The main functions of the committee are to coordinate the planning and improvement process, ensure full participation of key stakeholders, foster advocacy and high-level visibility, and generate political commitment and resources. In support of its functions, the committee should bring together, as



needed, technical experts, academic institutions, development agencies, nongovernment organizations, funding bodies, and foundations involved in different aspects of CRVS and identity management.

Each committee should have terms of reference that clearly outline tasks, membership, roles and responsibilities of the members, and meeting schedules.

#### **Additional resources:**

Annex 4. Sample terms of reference for the national CRVS committee (template)

[Guidelines on the drafting of memorandums of understanding for better coordination among national stakeholders of civil registration and vital statistics systems at the country level](#)

[Information note: National multi-sectoral CRVS coordination mechanisms](#)

[Guidance for civil registration and vital statistics governance mechanisms](#)

## **1.1 Technical working group (TWG)**

Depending on the country context, a technical working group may also need to be established (or revived). Working groups are generally made up of technical staff who can act as representatives from key stakeholder institutions — civil registration, vital statistics, identity management, health, finance, information technology, etc., — as well as civil society organizations and potentially relevant development partners. Organizations that represent or have a mandate to cater for the interests of gender diverse communities, people with disabilities, and groups at risk of marginalization or experiencing vulnerability (such as indigenous and minority language communities, where applicable), should be engaged by the working group as needed.

The working group should provide technical oversight of key activities within the CRVS system and efforts to improve it. The close involvement of local administrators and district managers as part of the working group is recommended, as they will be responsible for implementing changes to the system and will have valuable insights into what is feasible in the field and how obstacles can be overcome.

The technical working group may have another name depending on the local system. In some countries, this function may be carried out by the national committee. If the working group is separate from the national committee, it should report to the national committee on a regular basis.

#### **Additional resources**

Annex 5. Sample terms of reference for the technical working group (template)

#### **Ensuring gender responsiveness**

Ensure the national CRVS committee and technical working group are gender-balanced and include representatives from the national gender ministry/mechanism. This promotes inclusive decision-making and prioritization of gender equity in CRVS reform.



## 2. Establish a core team to implement the Framework

**The core team should be established after the national CRVS committee has been established. Committee members should nominate members for the core team and make decisions around the scope of system improvements, and as such, the scope of Stages 1–3.**

The country implementation team (referred to as the ‘core team’ throughout) should include experts and managers from the CRVS and identification systems. Depending on the arrangements within a country, this function may be assigned to an existing mechanism, such as the national CRVS committee and/or technical working group, if that mechanism can carry out the function.

Core team members should represent stakeholders that are directly responsible for running various components of the CRVS system, as well as those whose functions, mandates, or operations require CRVS services and outputs, including the health, vital statistics and identification systems. These are likely to include mid-level statisticians from the national statistical office, officials working in the civil registration and identification systems, and analysts, technical officers and practitioners in the health sector. The involvement of the ministry responsible for Information and Communications Technology (ICT) in the core team is crucial – especially for efforts to digitalize the CRVS system. The team can also include development partners, national research and training institutions from different disciplines that are relevant to CRVS, and representatives from the country’s national gender ministry/mechanism and first nations/indigenous populations, where applicable.

Continuous engagement of the core team is essential for the success of improvement efforts. Setting clear expectations up front regarding the time commitment required from core team members is vital. Ensuring that core team members are committed to the project is also important.

### 2.1 Technical assistance

Implementation of Stages 1 and 2 of the Framework requires skills and experience in CRVS system assessment (including legislative reviews), business process improvement, strategic planning, and monitoring and evaluation. As such, additional support may be required for implementation of specific parts of the Framework, generally in the form of a **CRVS Advisor** and a **CRVS Technical Officer**. The advisor can be contracted to help launch the improvement process, explain the work to be carried out, and meet with various stakeholders who will be a part of the improvement process. Ideally, the technical officer should be a local CRVS expert from within the government or someone with strong relationships across agencies, either from within government or the community. Working together, the advisor and officer should adapt the Framework’s guidelines and tools to national circumstances, support capacity building in use of the tools, and help raise awareness of and advocate for improvement of the CRVS system.

If the advisor is to be contracted from outside the country or government, they should be involved in discussions from the start. Responsibilities of the advisor may also be expanded to include developing and reviewing outputs at key stages of the improvement process, including the strategic and action plan. In Stage 3 of the Framework, strategic and selective input from the senior advisor and technical officer are likely to remain valuable, though their engagement is likely to change, depending on the human resource requirements outlined in the strategic and action plan.



## 2.2 Task teams

Although the support of senior government officials, through the CRVS committee, is critical for the success of systems improvement, a dedicated team may also be established to undertake specific tasks at the time when system improvement activities are implemented.

To support implementation of the Framework, the core team may form smaller task teams as appropriate to the scope and scale of the process review. Team members should be drawn from various key stakeholder institutions. Task team members should have firsthand information about how the CRVS and identification systems function in practice at the national, provincial, and local levels. It would be advisable to include local registrars and other staff from the periphery. All major stakeholder institutions should be invited to participate in the task teams. They may include:

- Registration officers at various administrative levels.
- Health information officers and clinical staff responsible for capturing birth and death data.
- National identity management officers at various administrative levels.
- Producers and users of vital statistics (including causes of death).
- Ministry of Finance officials.
- Other relevant government agencies involved in CRVS business processes (such as technology partners, etc.).
- Lawyers from the CRVS system or relevant agency or organization.
- Ministries or departments responsible for gender equality, women's empowerment, or social protection, to ensure that policies and practices promote equitable access and do not unintentionally reinforce gender disparities.
- Those whose operations could provide links for extending service points.
- Academic institutions and researchers with recognized experience in relevant areas.
- Relevant development partners.
- Donors working in this area or benefiting from CRVS.
- Non-governmental and civil society organizations working in this area.

Task teams should be organized in thematic groups dealing with specific aspects of the CRVS system. Depending on the CRVS business processes being improved, task teams could be established to focus on:

- The policy and legal framework. Noting that if a comprehensive legal review is required, this should follow the standard processes as outlined in the [CRVSID Legal and Regulatory Review Toolkit](#) (8). For countries that have recently completed a review or are in the process of finalizing one, communication between the core and legal review teams is critical to ensuring that legislative processes are commenced to reform the legal framework in line with recommendations from the review.
- Operational aspects for birth and death registration (including interoperability between civil registration, and the health and identification systems).
- Financial sustainability of the CRVS system. The CRVS Budget Sustainability Toolkit can serve as resource for this work (9).
- Vital statistics.
- Cause of death.

The core team should make an informed choice about the composition of the task teams. It is important that people with knowledge and experience in a thematic area be included. For example, a



person from a statistical agency should be included in a team that deals with vital statistics. However, this does not mean that all available staff from the statistical agency should only be included in the vital statistics team; for example, some should be included in birth and death registration groups, which may help to identify issues with the delay in transmission of statistical data or issues with data quality. Further information on how the representative from the statistical agency can meaningfully engage with the vital statistics task team is provided in the [Technical Guidance for Strengthening the Vital Statistics Production Process](#) (1).

Task teams should be formed using the means available through national processes. In most countries, it will be necessary for the national committee to contact the organizations and agencies involved in the country's CRVS system and invite them to designate representatives with specific backgrounds and professional characteristics. The nominating institution should be clear on the nature of the commitment — for example, whether the individual is required for the entire assessment, analysis, and redesign stage, and whether it is to be on an as-needed, full-time, or part-time basis. The core team will need to identify task team leaders.

#### **Ensuring gender responsiveness**

When forming task teams and technical groups, actively seek members with experience in gender analysis and gender-based barriers to civil registration. Include gender experts or institutions in efforts to design, monitor, and evaluate system improvements.

### **3. Conduct stakeholder analysis and prioritization**

**Stakeholder analysis and their prioritization is generally not a one-off activity and should happen periodically during the improvement process. This is because stakeholders are likely to change during implementation of the Framework – new partners may show an interest, existing partners or projects may cease, and stakeholder influence and importance is likely to change, depending on the stage of the Framework. Stakeholder analysis and prioritization may also change depending on the intended advocacy or communication message – for example, advocacy for high-level buy-in from senior government would involve different stakeholders than advocacy for resource mobilization among donor partners.**

The term stakeholder is used as a general term to describe individuals, groups, or organizations that have an interest in a project, (in this case, CRVS systems improvement) who may positively or negatively affect project execution or successful project completion (10). It is important to engage with all relevant stakeholders and ensure full buy-in from them for CRVS system improvements. Different categories of CRVS system stakeholders include:

- Institutions and staff who have functional responsibility for implementing aspects of the CRVS system.
- Institutions and staff who need CRVS data to provide input to their own operations, such as the national statistics office and national identity management agency.
- Institutions and staff who are responsible for mobilizing domestic resources for CRVS system improvements.
- For- and/or not-for-profit organizations that require data, statistics or other authorized information from the CRVS system for their activities.



- Development partners, donors, and other institutions that provide technical and financial assistance for the CRVS system.
- Families and other informants who experience or report on vital events.

During CRVS system improvement efforts, any or all these stakeholders need to be considered and engaged. There are several benefits of stakeholder analysis, including ensuring inclusivity, engaging effectively, promoting understanding and alignment, anticipating issues, gaining insights, and building trust (11). Given the large number of stakeholders involved in CRVS and the broader national identity management ecosystem of a country, clarifying the attributes, interrelationships, and interfaces among and between potential supporters and opponents is critically important.

### Ensuring gender responsiveness

Gender focal points, ministries of gender or women's affairs, and other gender equality stakeholders should be included to ensure that gender equity is embedded across system design, data use, and implementation. Depending on the country context, stakeholders may include representatives from the country's first nations/indigenous populations. In some situations, it may be appropriate to include development partners and humanitarian organizations working with refugees, asylum seekers, and persons who are internally displaced, stateless, or of undetermined nationality.

Additional resources:

[Equal access for LGBTI individuals \(in CRVS/ID systems\)](#)

[Linking national ID and CRVS system: An imperative for inclusive development](#)

[Bali Process Toolkit for Inclusive Civil Registration](#)

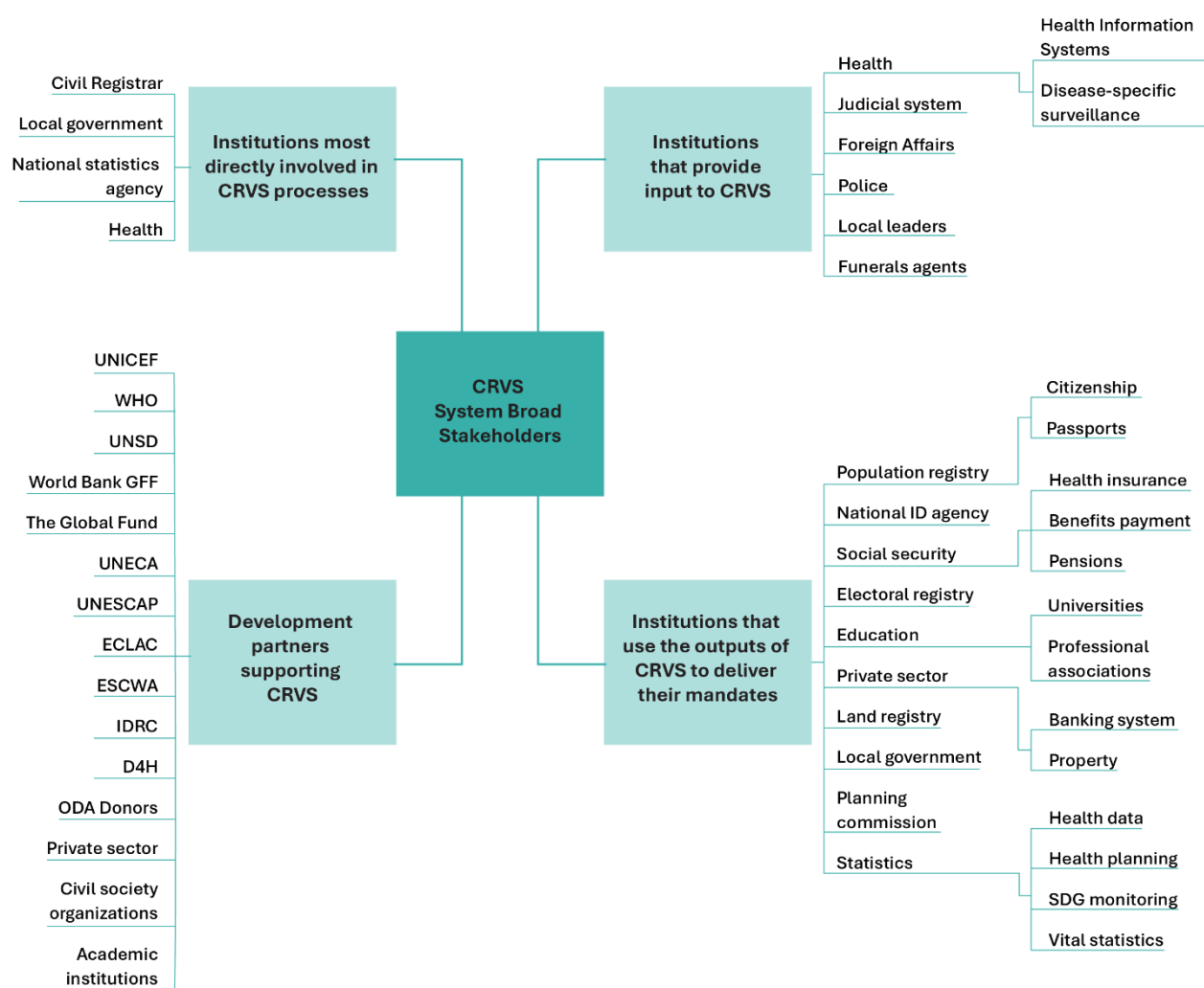
Various techniques exist for conducting a stakeholder analysis: stakeholder analysis matrices, Venn diagrams of relationships, spider diagrams, mind maps, and so on (see **Figure 5**). Whichever technique is used, certain standard steps should be included in the analysis:

- Identify key stakeholders, including potential beneficiaries, system supporters and critics. To be classified as a stakeholder, the person or group must have some interest or level of influence that can impact system improvements.
- Assess stakeholder interests, expectations, likely benefits, resource contributions, etc., and how they might be impacted by the system and improvements to it.
- Assess stakeholder influence and importance in terms of power and status (political, social, economic), control over strategic resources (human and financial resources), and networking (personal connections).
- Develop a participation strategy related to stakeholder interests, importance, and influence.





Figure 5 Example stakeholder diagram



**Source:** Stakeholder analysis: Workshop for selected National CRVS Focal Points. Bangkok: ESCAP; 12–14 December 2017 ([https://crvs.unescap.org/system/files/sites/default/files/Session%207%20Stakeholder%20analysis\\_ESCAP.pdf](https://crvs.unescap.org/system/files/sites/default/files/Session%207%20Stakeholder%20analysis_ESCAP.pdf)).

### Additional resources

Annex 6. Template for collecting stakeholder information

[Approaches to stakeholder analysis](#)

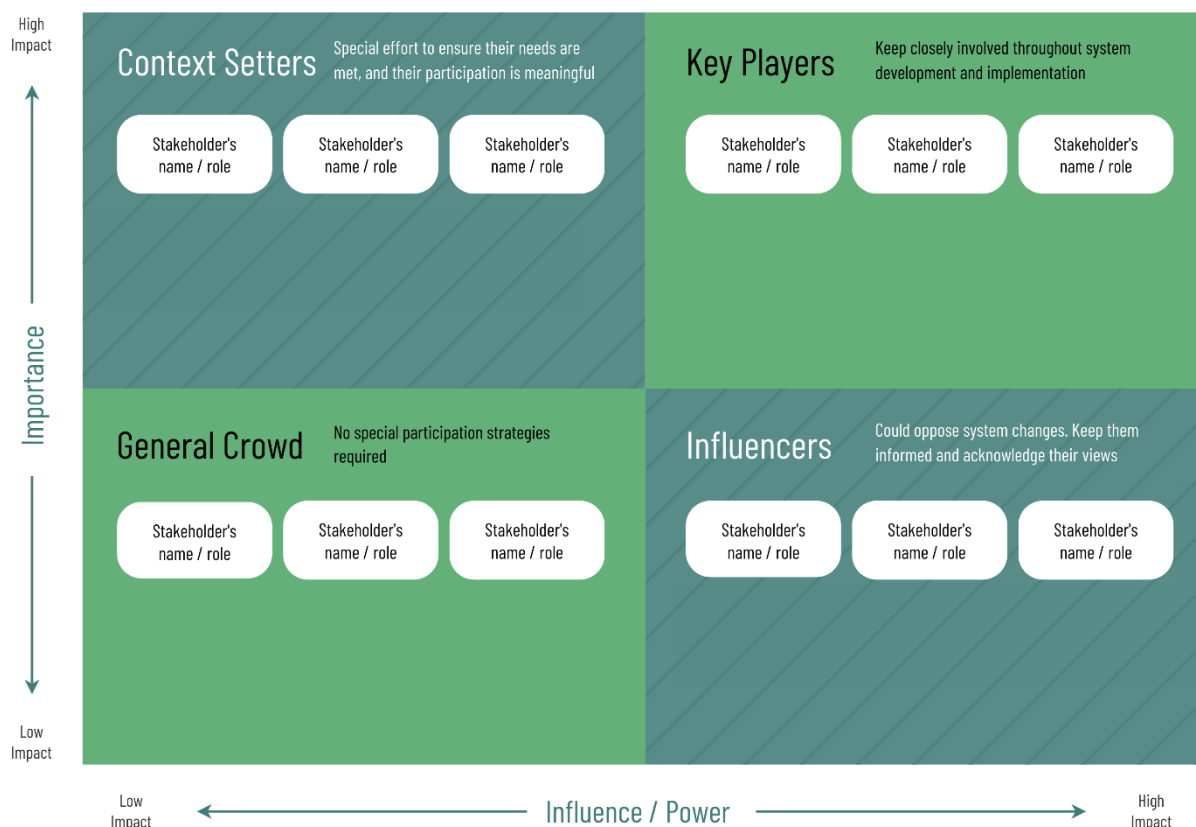
Stakeholder analysis assists in prioritizing stakeholder involvement. Prioritizing of stakeholders is done based on importance and influence:

- **Influence** indicates a stakeholder's relative power over and within a project. A stakeholder with high influence would control key decisions and have strong ability to facilitate implementation of tasks and cause others to act.
- **Importance** indicates the degree to which the project cannot be considered successful if needs, expectations, and issues are not addressed. This measure is often derived based on the relation of the stakeholder's need to the project's goals and purposes (10).



These two measures, influence and importance, are distinct from each other. A project may have an important financial sponsor that can shut down the project at any time for any reason, but does not participate in day-to-day operations. For efficient stakeholder engagement, the most important and most influential group should be consulted first, whereas the least important and least influential group need not be given special consideration. A diagram of these relationships can be useful to understand potential risks and highlight groups of stakeholders whose needs can be address in a common manner (see **Figure 6**).

**Figure 6 Example stakeholder analysis diagram**



### Ensuring gender responsiveness

Conduct stakeholder mapping that explicitly includes women's groups, gender advocates, LGBTIQ+ communities, and representatives of populations at risk of marginalization or experiencing vulnerability (e.g., indigenous populations, stateless persons). Assess how CRVS improvements may differently affect these groups and prioritize their engagement.



## 4. Advocate and communicate

**Note that advocacy and communication are generally not one-off activities, but rather something that should be done continuously throughout system improvement activities. The messages may change depending on what stage in the Framework is being implemented, and as partners come and go.**

The plan for CRVS system improvements should begin with advocacy to obtain buy-in from all relevant partners and stakeholders. Civil society groups can be useful allies in drawing attention to the important human and civil rights aspects of civil registration. The core team can engage these groups to help to mobilize stakeholders around the importance of CRVS for all sectors, while the financial sustainability task team can engage with them on sustainable domestic financing to support the CRVS system over the medium- to long-term. It will be valuable to connect CRVS system improvement efforts to related ongoing government-wide activities such as, for example, the establishment of digital public infrastructure, not only for strategic alignment but also potential cost-sharing opportunities. Strategic outcomes can be used to illustrate the long-term and ultimate goals of improvement efforts to policy makers.

Stakeholder coordination is critical because it enables efficient use of resources, avoids duplication of work, and reduces unnecessary expenditure. By creating a collaborative environment, with open and transparent communication channels, stakeholders are more likely to take ownership, be engaged, and be committed to working together towards a common goal and achieve better outcomes. Informing stakeholders about implementation of the Framework is an essential step in ensuring the success of efforts and it can foster collaboration between all stakeholders. Further, it is very important to ensure that everyone understands the purpose of the Framework and the benefits it can bring to the CRVS system.

### Ensuring inclusivity

Frame advocacy messages around gender equity, human rights, and the principle of “leaving no one behind”, emphasizing how improved CRVS systems benefit women, girls, gender-diverse populations, and other population groups at risk of being left behind – particularly in accessing legal identity, inheritance, social protection, education, and health services, among others.

## 5. Define the vision, mission and values of the CRVS system

**The vision and mission of the CRVS system should be defined before any improvement activities start – this will ensure there is high-level agreement on system improvements, and activities remain results-oriented. It may be that the national CRVS committee defines the vision for the CRVS system and shares the information back to the core team. In some instances, the core team may draft the vision and mission, and relay this back to the committee for discussion and endorsement.**

The core team should carefully review any existing vision or mission statements, along with the core values for the CRVS system. This is an essential element of any improvement effort, ensuring the alignment of improvement work with any existing strategic plan including the mission and vision of the CRVS system.



Under certain circumstances, such as the absence of a recent comprehensive CRVS assessment or strategic plan, the core team may be charged with developing a proposal for the vision and mission statements and core values to be presented to the larger group of local stakeholders.

CRVS vision statements:
<ul style="list-style-type: none"> <li>• Cambodia (2023): One person, one identity.</li> <li>• Kiribati (2016): (To have, by 2020) A CRVS system that is accessible to all, records all vital events; with honesty and integrity; to provide quality, complete, timely and accessible data; in order to establish and protect identity, support a safe, secure society; and provide data for government planning (and support good governance) – including strengthening health policy and services; for everyone.</li> <li>• Philippines (2023): A dynamic civil registration and vital statistics system, aligned with international standards, that promotes the rights and well-being of all Filipinos.</li> <li>• Rwanda (2017): Make every life known and count.</li> </ul>
CRVS systems improvement mission statements:
<ul style="list-style-type: none"> <li>• Nigeria (2017): An effective, accessible, and functional CRVS system that provides complete, accurate, and timely statistics of all births, deaths, stillbirths, marriages, and divorces in a holistic, comprehensive, and collaborative manner; and to maintain a robust and integrated database of vital events for effective planning, decision making, and national development.</li> <li>• Philippines (2014): The Civil Registration and Vital Statistics System, as a network, is committed to collect, compile, process and generate quality data on vital records through an effective and efficient civil registration system to meet the needs of individuals, the nation, and global community.</li> </ul>
Core values:
<ul style="list-style-type: none"> <li>• Ethiopia (2013): Secure individual records; Customer satisfaction; Transparency and accountability; Confidentiality; Teamwork; Professionalism; Creating a healthy and convenient work atmosphere; and Gender equity and equality.</li> <li>• Lesotho (2015): Transparency and accountability; Respect; Credibility; Integrity; Accessibility; and Timeliness.</li> <li>• New Zealand (2023): We make it easy, we make it work; We're stronger together; We take pride in what we do.</li> <li>• Rwanda (2017): Excellence and innovation; Collaboration and teamwork; Commitment to achieving results; Transparency and accountability; and Perceptiveness.</li> <li>• Tanzania (2014): Integrity; Teamwork; Service excellence; Professionalism. Stakeholder collaboration; and Innovative.</li> </ul>



### Additional resources

Annex 7. Developing vision and mission statements, and core values for the CRVS system

## 6. Orientation on the Framework

An orientation meeting should be held to introduce the objectives, concepts, methodology, stages, and related tools and templates to ensure the core team is familiar with the Framework. This is often facilitated by the Senior CRVS Advisor, especially if they have previous experience with the Framework. The senior advisor and the technical officer should review relevant international best practices and standards with the core team (for example, from the United Nations Principles and Recommendations and the United Nations Legal Identity Agenda).

At this meeting, team members should also present an overall picture of the country's CRVS system, including current strategic and action plans, if available. The core team should present any preparations that have been done for implementing the Framework.

### Ensuring gender responsiveness

Ensure technical advisors are trained in gender-sensitive approaches to CRVS reform and that gender is mainstreamed in the tools, templates, terms of reference, and guidance used throughout the planning and implementation process.

## 7. Define the scope

**This activity should be done after the core team has been oriented on the Framework, and before the implementation roadmap is developed.**

The Framework is inherently flexible and can provide value to any country desiring to address gaps and challenges with the current CRVS system and its connection with other systems, including identification. Part of defining the scope includes identifying which business process or processes will be improved during implementation of the Framework. Core CRVS business processes are primary activities and are different from support business processes (such as the processes for the recruiting staff or procuring office supplies). In CRVS systems, core business processes include the timely civil registration and certification of vital events, the linkage between CRVS and identification systems, and the production of vital statistics, among others.

In case the core CRVS processes selected for improvement have not already been specified by the national CRVS committee or technical working group, the core team should identify and propose them to the technical working group and/or national CRVS committee for endorsement. The selection of the core CRVS business processes for improvement depends on local settings, stakeholder needs, current improvement activities already underway or planned, national CRVS priorities, and available domestic and external financial resources, among others.



The rationale by which any business process has been selected for improvement should be documented and communicated to ensure that all stakeholders understand what is or is not within the scope of the improvement effort. If multiple core processes are to be addressed, the tools presented in Stage 1 of the Framework should be applied to each of these processes.

#### **Additional resources**

Annex 8. Core CRVS business processes

[Technical Guidance for Strengthening the Vital Statistics Production Process](#)

## **8. Develop the implementation roadmap**

**Note that the roadmap should be thought of as a ‘living document’ as it will likely change during implementation of the Framework.**

The core team should prepare a roadmap for implementing the Framework. The roadmap should cover all implementation activities, including resource mobilization (domestic and external), responsibility for implementation, outputs, and the cost of achieving them. This roadmap will ensure that there is a clear understanding of the sequence of activities and their timelines. Aligning implementation of the Framework with other country plans is critical for its success and sustainability. By aligning with these plans, the CRVS system can gain political support and funding and leverage technology to improve its effectiveness and efficiency. It can also contribute to the country's broader development agenda and help achieve national and global development goals.

The core team should present the implementation roadmap to the technical working group and/or national CRVS committee and provide time for discussion, generally carried out as part a high-level meeting. The meeting, which may include development partners and interested donors, among others, should be used as an opportunity to get feedback on the implementation plan and to mobilize resources. If they are not permanent members, it is critical to include representatives from the Ministry of Finance at this stage to ensure they are involved in discussions and agreements on domestic co-financing of CRVS system improvement, as well as the timeline and plan for eventual transition to full government ownership of the improved system. Without the participation and buy-in of Finance, it will be difficult to mobilize domestic resources.

The involvement of United Nations partners may be best coordinated with assistance of the United Nations Resident Coordinator to ensure that all local agencies, funds, and programmes, and non-UN development partners and donors, are made aware of, and have the option to participate in CRVS improvement efforts.

When this task is completed, the core team should have an endorsed roadmap for implementing the Framework and a resource matrix that outlines assigned funding sources (government and other sources).

#### **Additional resources**

Annex 9. Implementation roadmap template



## 9. Plan for resource mobilization

**This activity should be led by the financial sustainability task team and completed after the implementation roadmap is developed and before moving to Stage 1.**

Improving the CRVS system and building its connections to other relevant systems has both short- and long-term resource implications. Before embarking on CRVS system improvement efforts, all relevant stakeholders must commit to providing financial and human resources to (i) undertake the improvement process and (ii) implement the recommendations.

From the outset, CRVS improvement activities that are financed by external partners should include plans to transition to government co-financing and eventual government ownership. This requires the early involvement of officials from the Ministry of Finance and developing a timeline, and ideally, institutional arrangements to ensure that as external funding decreases, government funding increases. Including CRVS system strengthening in the country's overall national development plan is also recommended (if it is not yet included), as it underpins the government's commitment to domestic investment and full ownership in the medium- to long-term.

Mobilizing domestic resources for CRVS is more complex than for other sectors due to the cross-sectoral and multi-level nature of its budget streams. At the same time, this complexity provides more opportunities for resource mobilization:

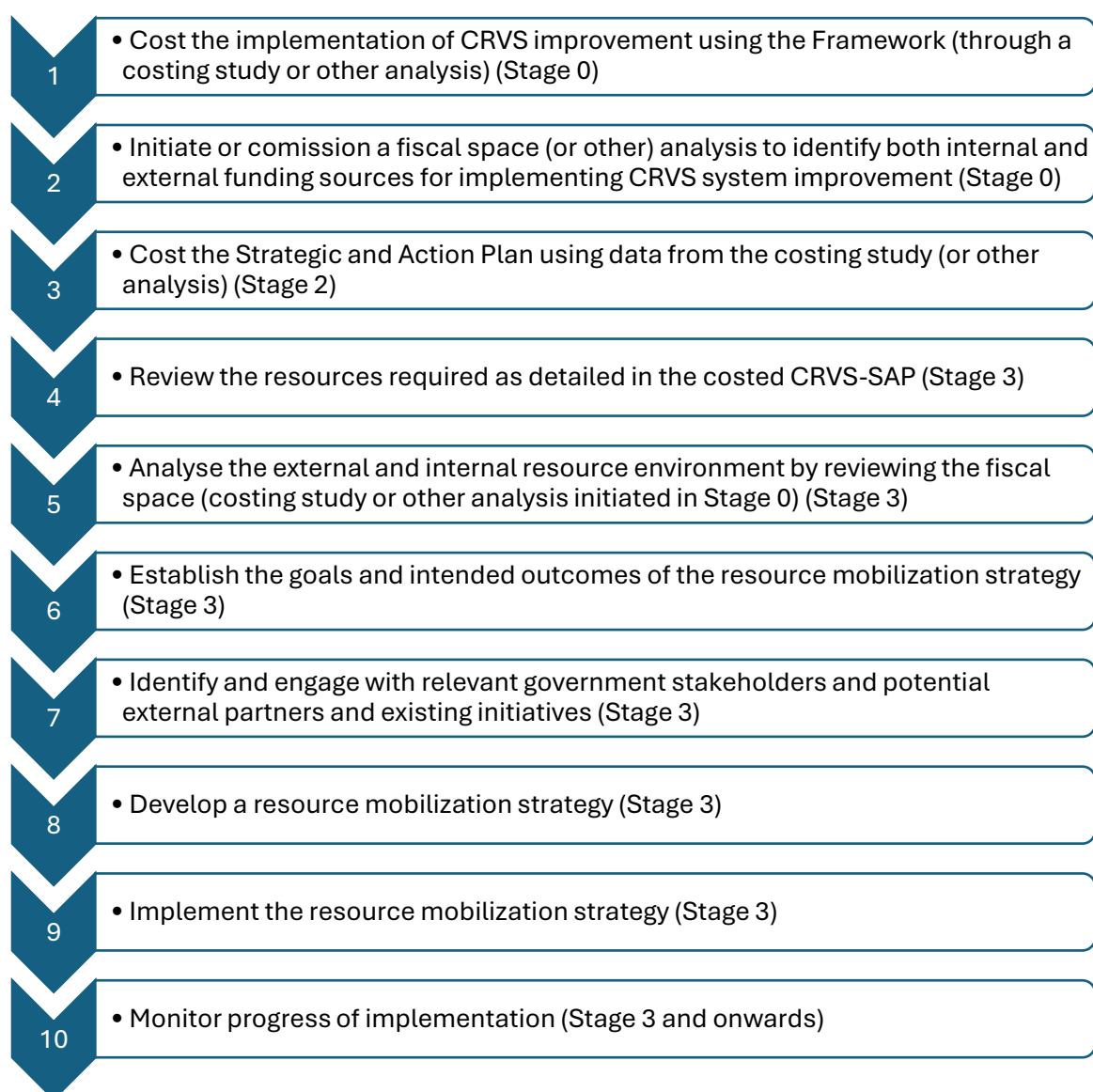
- from multiple ministries, departments or agencies – including those directly involved in CRVS processes (in particular the healthcare system), as well as those that provide inputs to CRVS and use the outputs of CRVS to deliver their mandates, and
- from both national and sub-national governments. Because the functions of the civil registration system are operationalized at the sub-national level, often at the lowest level of civil governance, opportunities should be explored for local governments to include allocations for CRVS system operations in their budget lines.

In many countries, decentralization and devolution processes have empowered local governments to raise revenue and allocate the funds to local priorities. In many decentralized countries, local governments also receive grants from the national government, over which they have some say in how the funds are allocated.

**Figure 7** below outlines the steps in developing a resource mobilization strategy for implementing the CRVS Systems Improvement Framework.



Figure 7 Steps in developing a resource mobilization strategy



To produce a costed CRVS Strategic and Action Plan (CRVS-SAP) and a resource mobilization strategy in Stages 2 and 3 of the Framework, respectively, the financial sustainability task team should at this point initiate or commission two types of analyses: one that estimates the total cost of the CRVS system improvement process based on the implementation roadmap, and the other that provides information on the range of funding sources for CRVS system strengthening.

Cost estimates can be made through several types of analyses, each of which also provides additional information to support government decision-making on increased investment in CRVS:

- 1) **Costing study:** estimates the total financial resources required to improve a country's CRVS system based on the government's system strengthening priorities. It could focus on whole system improvements (e.g., digitalization) or on specific system areas or processes prioritized by the government, and it can also include a cost-benefit analysis.
- 2) **Funding gap analysis:** estimates the total cost of implementing CRVS system improvements and compares that with the available or committed financial resources to identify the shortfall that must be filled to finance system improvements.





- 3) **Return-on-investment (ROI) study:** assesses the economic value of the investment in CRVS system improvement compared to its cost to determine whether the investment is financially viable. It quantifies the expected results of the investment in monetary terms and looks at the total estimated costs of a project, the measurable returns from the investment (savings, increased efficiency, productivity, and/or revenue), and the period over which the costs and benefits are measured.
- 4) **A fiscal space analysis:** which frequently involves costing, identifies how much additional funding could be mobilized and from which sources for investment in CRVS system improvement. This analysis helps demonstrate the long-term economic and social benefits of investing in CRVS system improvements, weighs options for funding (tax policies, external support, etc.), and quantifies the budget trade-offs involved. It will generate the data needed to develop a resource mobilization strategy and enable decision-makers to prioritize investments, allocate resources efficiently, and plan for system improvements without disrupting national finances.

Developed in the language of finance ministries and contextualized within national and subnational budget processes, these analyses provide an authoritative basis for budget requests. Public policy research institutions or individual experts with relevant experience can undertake these studies, which can shift the focus from reliance on external funding to domestic sustainability. The results of these analyses will inform the costed CRVS-SAP in Stage 2 and a resource mobilization strategy in Stage 3. The latter strategy can include both domestic and external sources of funding. For sustainability purposes, however, any external resources mobilized should be prioritized for capital costs like infrastructure investment as opposed to recurring operational costs, which should be funded by government.

For detailed step-by-step guidance on mobilizing domestic resources for CRVS, the financial sustainability task team (and core team) can refer to the CRVS Budget Sustainability Toolkit (9). It is a practical guide for government officials responsible for CRVS, which includes guidance on how to build political support for increased domestic investment in CRVS, mobilize the necessary resources, and then forecast, track and manage CRVS budget allocations for enhanced accountability and sustainability. Advocacy tools, templates, country examples and other resources are also provided to support implementation of the process.

In addition to the funds required for the implementation of CRVS system improvements, implementation of the Framework often leads to other expenses that need to be taken into account, including:

- desk research, field visits, and workshops for assessment, analysis, and redesign activities,
- meetings or other activities to develop strategic and action plans,
- consumables and workshop materials,
- dissemination workshops, and
- costs of domestic or international consultants.



## Stage 0 – Summary

At the end of this stage, the government should have made a commitment to strengthen the CRVS system by improving selected business processes and, as applicable, developing or updating the strategic and action plan. A national CRVS committee should have been established to provide oversight and guidance, and the vision, mission and core values for the system defined.

The core team responsible for implementing the Framework has been identified, including any external consultants, and each member of the team has been oriented on the Framework in detail. The scope of improvement efforts has been clearly identified, taking into account aspects such as previous CRVS assessments and strategic plans, the status of major improvement activities and agreed CRVS strategic outcomes.

A draft roadmap of activities has been created, and analyses have been commissioned to estimate the cost of implementing the Framework and identify sources of available domestic resources, in preparation for developing a costed CRVS-SAP and resource mobilization strategy in later stages of the Framework.

### Before moving to Stage 1 – consider:

1. Is the national CRVS committee established and functional?
2. Have the vision and mission statements, and core values for the CRVS system been defined?
3. Has a core team for implementation been established?
4. Have discussions on domestic co-financing for implementation of the Framework and a timeline and plans for eventual transition to government ownership taken place?
5. Has stakeholder mapping been completed?
6. Have core staff (CRVS advisor and/or technical officer) been engaged, as required?
7. Has the core team been oriented on each stage/step of the CRVS Systems Improvement Framework?
8. Has the scope of improvement efforts been clearly defined?
9. Has the core team been oriented on business process mapping (BPM)?
10. Has the core team, technical working group, and/or national CRVS committee advocated and communicated with stakeholders?
11. Has a costing study (or similar) and fiscal space (or other) analysis been initiated to inform the costed CRVS-SAP and support domestic and external resource mobilization for funding sustainability?
12. Has the implementation roadmap been endorsed by the appropriate CRVS coordination mechanism(s)?

### Additional resources

Annex 10. Planning checklist



## References

8. **CRVSID Legal and Regulatory Review Toolkit.** New York: Vital Strategies and Global Health Advocacy Incubator; 2018 (<https://www.advocacyincubator.org/program-areas/health-systems-strengthening/data-for-health/legal-and-regulatory-review-toolkit-for-crvsid>).
9. **CRVS Budget Sustainability Toolkit.** Washington, DC: Global Health Advocacy Incubator; 2024 (*forthcoming*).
10. Smith, LW. **Stakeholder analysis: a pivotal practice of successful projects.** Paper presented at Project Management Institute Annual Seminars & Symposium, Houston, TX. Newtown Square, PA: Project Management Institute ; 2020 (<https://www.pmi.org/learning/library/stakeholder-analysis-pivotal-practice-projects-8905>).
11. **What is stakeholder analysis? Definition, examples and template.** Hull: Tractivity; 2024 (<https://www.tractivity.co.uk/blog/stakeholder-analysis>).
12. Roy R, Heuty A and Letouzé E. **Fiscal Space for What? Analytical Issues from a Country Perspective.** Paper for the G-20 Workshop on Fiscal Policy, Istanbul, June 20-July 2, 2007. United Nations Development Programme (<https://www.undp.org/sites/g/files/zskgke326/files/publications/FiscalSpaceforWhat.pdf>).

## Annexes

- Annex 4. Sample terms of reference for the national CRVS committee (template)
- Annex 5. Sample terms of reference for the technical working group (template)
- Annex 6. Template for collecting stakeholder information
- Annex 7. Developing vision and mission statements, and core values for the CRVS system
- Annex 8. Core CRVS business processes
- Annex 9. Implementation roadmap template
- Annex 10. Planning checklist

