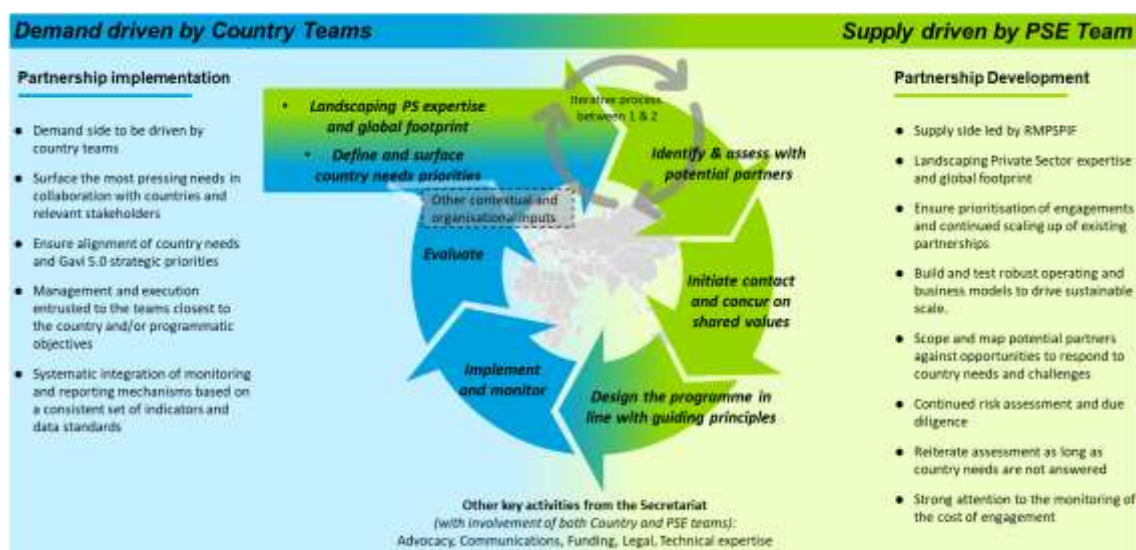


## Annex D: Expertise Based Partnership Supply Demand Framework

**Gavi's engagement with the private sector has been framed against a demand and supply dynamic.** Private sector investments are relevant to Gavi only if they match the core priorities and contribute to the accelerated delivery of demand-side needs. On the other hand, the supply-side perspective is based on an understanding that the private sector needs a sound case for investment that is aligned with their specific values and priorities.

This category of partnerships **aims to channel the assets, unique expertise, and know-how of private partners towards addressing specific demand-side needs, defined by their context.** As such, these contributions are based on a **balanced assessment of demand and supply needs.** In order to ensure consistency in balancing out demand and supply needs, these **expertise-based partnerships** will follow a **responsive/structured partnership life cycle**, based on the following framework.



**This framework highlights the relevance of starting with a demand driven approach that articulates country needs and priorities.** Importantly, the framework provides an opportunity to foster greater collaboration between **Country and PSE teams at multiple stages of the PSE life cycle.** This is important to ensure partnerships are grounded in countries' needs and cognisant of context specific challenges. Firstly, **country facing teams, led by the Senior Country Manager, should be empowered to lead the definition phase** by articulating countries' needs and priorities to the PSE team. Secondly, **a feedback loop could be established with country, technical, and PSE teams once a potential opportunity has been identified** to ensure continuous alignment of PSE support with countries' needs. Furthermore, this feedback loop enhances the process of defining the partner ecosystem at country level; highlighting potential implementing-country-based solution providers; carrying out joint fact-finding missions to fully understand the landscape of potential partners; and engaging with Ministries of Technology, ICT, Innovation, etc. Finally, based on a robust analysis and landscaping, country, technical, and PSE teams could be involved in the initiation and design phase of partnerships and projects,

in order to effectively set mutual expectations, agree on common ground, define roles and responsibilities, as well as shape programmes that are tailored-made to country contexts.

**In this approach, the identification of country needs precedes the qualification of supply side solutions, and the implications on country team resourcing, which is noted as a critical dependency, will need further definition.** Notwithstanding the demand-supply dynamic, by nesting the overall management of PSE and partnerships within the PSE team, this ensures a consistent management process across each stage of engagement and in support of demand-side needs, from articulation to implementation. Given the proximity to country stakeholders, the understanding of country contexts and to ensure a full portfolio approach, the **implementation and execution of this category of partnership will be driven the country teams, accountable for measurement of progress.** In addition, by feeding back **programmatic updates to the partnership lead and PSE team,** the feedback loop is strengthened to ensure consistent PS alignment. The framework also points to shared activities between both teams. Advocacy for tested and proven solutions, as well as effective communication on results and learnings will be critical to inform and guide country decisions on uptake and scale. Equally, the leveraging of expertise (internal and external), on key areas such as cost-effective analyses, implementation best practice, and business model optimisation will strengthen the quality of partnerships. Clearly setting and elaborating demand-side expectations will drive the assessment and prioritisation of opportunities.