

Annex C: PSE Theory of Change

The Private Sector Engagement (PSE) high-level Theory of Change (ToC) explains how the Secretariat sees impact level change happening across the course of the PSE strategy implementation from 2021-2025. The foundation for this Private Sector Strategy, and for PSE theory of change, is **Gavi's new five year-strategy, Gavi 5.0** with a vision of "Leaving no one behind with immunisation". It is also linked to Gavi's Innovation Strategy (currently under development).

The Secretariat's **PSE operating model is underpinned by a set of principles** built on our commitment to development effectiveness: country led, community owned, differentiated, catalytic and sustainable, integrated, adaptive and resilient, innovative, collaborative, and accountable.

The PSE theory of change is based on Gavi's commitment to work with partners to save lives and protect people's health by increasing equitable and sustainable use of vaccines. To this envisaged impact the PS will be contributing to three of Gavi Goals: (Goal 1) **Introduce and scale up vaccines**, (Goal 2), **Strengthen health systems to increase equity in immunisation**, (Goal 3) **Improve sustainability of immunisation programmes**.

The ToC intervention is built on a **mutually reinforcing set of Gavi and PS assets** (funding, advocacy, expertise, innovation, and technology) and are intended to produce a series of results that contribute to achieving the final intended impacts. These levers of change will lead to the achievement of the outputs, while the outputs will be contributing to each of the outcomes identified through a dynamic process.

To contribute to impact-level change, the strategy identified 7 immediate outcomes and 3 intermediate outcomes that will guide the organization's work for 2021–2025. The outcomes achieved through the dynamic change process will reflect the successful achievement of the 3 PSE strategic objectives: **increase the level of funding, identify and direct PS appropriate expertise, tools, and networks towards specific immunisation challenges, and help surface scalable and sustainable innovative approaches**.

For each of the immediate outcomes, we have identified several outputs that require the organisation's leadership and contribution to secure immediate outcome-level change and by extension to the related intermediate outcomes. The output-level results capture the full range of support that Gavi will provide, to optimise its existing approach to **diversify the funding base and amplify Gavi's reach and advocacy in key markets**. For this, actions will be taken to identify new innovative financing mechanisms and explore targeted cause-related marketing initiatives. Also, efforts will be made within the secretariat to streamline processes and policies to promote greater PS engagement. For **mobilising private sector expertise**, a robust supply-demand-framework for expertise-based partnerships will be developed. Gavi will reinforce its work on aligning PS work to programmatic areas and thus will seek to establish governance mechanisms to ground PS engagement in country needs. In collaboration with the private sector Gavi will work on establishing a structured learning agenda to improve ways of working, the efficiency and effectiveness of partnerships, and ensure that partnership outcomes are geared towards equity, efficiency, and quality, and

themselves are scalable and sustainable. Furthermore, within the framework of the Strategy, support for the development of an **innovation process that facilitates the identification of emerging country needs** will be provided thereby increasing the efficiency of engagement for countries, and Gavi.

Monitoring, Evaluation and Learning.

As highlighted in the independent evaluation, and discussed by the PPC, maintaining a focus on monitoring, evaluation, and learning will be important for the 5.0 period. Therefore, PSE monitoring and evaluation will aim to minimise reporting burden through relevant, purposeful, and measurable key performance indicators (KPIs). Progress will be tracked before, during, and after engagement, allowing the opportunity to course correct if needed.

KPIs will be tracked at three levels: (a) at the project level to evaluate whether stated objectives have been reached and impact achieved; (b) at the funding level, including targets per market and industry; and (c) at the organisational level: to ensure that engagements are cost effective, sustainable, and support Gavi's strategic objectives.

With fragmented views and experiences across the Alliance, partners, and countries, the proposed Community of Practice will seek to consolidate learnings and best practices across the Alliance and other partners and support the development of a shared learning agenda.

To further support wider learning amongst its private sector partners, the Secretariat will deliver targeted communications that highlight the impact and challenges of PSE. Furthermore, the Secretariat aims to create a network of global and local businesses, tapping into relevant industry associations and platforms, to promote a deeper understanding of PSE in immunisation and position Gavi as a reliable and trusted broker partner.

