



Gavi – The Vaccine Alliance
KEY RECOMMENDATIONS OF STRATEGIC IMPORTANCE
EVALUATION MANAGEMENT RESPONSE
Gavi’s Private Sector Engagement Approach

Business Owner: RMPSPIF

Evaluation Title: Gavi’s Private Sector Engagement Approach 2016-2020

Evaluation Year: 2020-2021

1.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>The PSEA has succeeded in meeting its targets on additional financial commitments, funding diversification and leveraging private sector expertise for innovation at scale.</p> <p>The success of the 2020 replenishment may have been influenced by the COVID-19 pandemic and donor interest in global health security.</p>	N/A	<p>The Business Owner would like to highlight that Gavi’s resource mobilisation efforts, public and private, are based on a long-term funding strategy span over 5 years. As such, a contribution pledge made at the replenishment is the result of multi-year efforts and relationship building. COVID-19 has certainly played a key role in making the case for private sector investment in global health, however, the impact of such was better demonstrated at the COVAX AMC Summit a year later where Gavi exceeded its original private sector funding target, an amount which Gavi would normally set for one strategic period.</p>	N/A

2.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>The evaluation confirms the design of the PSEA, 2016-2020, was broadly relevant across all Gavi's 4.0 goals covering vaccine coverage, health systems strengthening, sustainability and market shaping. There was strongest alignment to the health systems strengthening objectives under Goal 2 on immunisation delivery.</p>	<p>Adjust the PSEA design to address objectives under Goal 2 in the new 5.0 Strategy. This would require a greater focus on: reaching under immunised and zero-dose children; supporting well-managed and sustainable immunisation services; building resilient demand and addressing gender-related barriers to immunisation.</p> <p>Give particular attention to the 5.0 strategic enabler on evidence, evaluations and data to improve, policies, programmes and accountability.</p> <p>Align to operationalize plans and innovation / digital health strategies.</p>	<p>Agree</p> <p>Moving forward, similar attention will be paid to aligning the objectives of the Private Sector Strategy to Gavi's 5.0 goals and COVAX, in relation to generating additional funding, leveraging the expertise of the private sector, and exploring the potential of innovative technologies, practices, and services. With regard to non-financial contributions from the private sector, the Business Owner recognises the importance of having clearly articulated and well-defined needs emanating from both countries and the Gavi programmes.</p>	<p>Preparation of a Gavi Private Sector Engagement Strategy 5.0</p> <p>Engagement with the Country Support and relevant technical teams to ensure the emergence of demand side factors.</p> <p>Monitor implementation of the digital health strategy and coordinate with Alliance and non-Alliance actors, including the private sector and donors.</p>
3.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	<p>There was good evidence that the Gavi Secretariat's structures, procedures and processes have functioned well to support transparency and sound administration of PSEA partnerships – although there is scope for reassessing in-house guidelines, especially to better define respective roles and responsibilities in each partnership/project phase.</p>	<p>Secretariat responsibilities and capacity: Review roles, responsibilities and incentives for managing and implementing the PSEA across the Secretariat.</p> <p>Clarify where the lead for each type of engagement best fits in the Secretariat and adjust capacity and incentives to deliver once roles are clear</p>	<p>Agree</p> <p>As noted by the independent Evaluator, the Business Owner would like to highlight the challenges presented by the limited size of the Gavi Private Sector team in comparison to other similar organisations. The Business Owner would welcome increasing capacity to enable new opportunities to strengthen and clarify the roles and responsibilities, structures and</p>	<p>Engage with Managing Director Committee to clarify guidelines and responsibilities</p>

			processes inherent to a mature Private Sector Strategy.	
4.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	Absence of project and PSEA logic models showing clear pathways to intended result and lack of systematic documentation for lessons learnt or provision for structured learning.	An integrated monitoring, evaluation and learning (MEL) system: Invest in an integrated and aligned MEL system for PSEA projects and the PSEA as a whole. Clarify responsibilities for carrying out MEL activities to avoid over-stretching private sector partners.	Partially Agree The Business Owner recognises the need to systematically incorporate a MEL agenda in the non-financial engagement with the private sector, however, notes that most grant funded activities do require a Logic Model/Theory of Change, hence partial agreement. The advent of Gavi's 5.0 MEL agenda represents an opportunity to incorporate Gavi-wide standards and approaches in the forthcoming Private sector engagement strategy.	Develop a MEL Plan for the PSEA (2021-2025) Ensure that MEL is integrated in the Gavi Private Sector Engagement Strategy 5.0
5.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	Provision for systematic costing or 'total cost of ownership' assessments has not been built into partnership projects from the outset – this creates challenges for assessing value for money. There may have been lost opportunities to increase value for money and challenges in assessing cost-efficiency, cost-effectiveness and 'total cost of ownership' for governments wishing to adopt solutions at scale.	Consider and capture costs at project & portfolio levels; Consider commissioning 'total cost of ownership' studies. Since there appears to be little emphasis on capturing project costs against standardised cost categories and managing cost drivers during the project implementation phase, there may have been lost opportunities to increase VFM, as well as challenges in assessing cost-efficiency, cost-effectiveness and 'total cost of	Agree The study notes the recent efforts to cost innovation projects for Gavi's Innovation Catalogue and qualify them as "a welcome development". However, the Business Owner would like to highlight that there are no best practices yet available in benchmarking project costs across different focus areas and in the varied resource settings of Gavi	Conduct studies assessing total cost of ownership on partnerships Establish an approach allowing tracking expenditure and costs on pilot projects



		ownership’ for governments wishing to adopt solutions at scale.	supported countries. Nonetheless, a project finance approach to the extent possible shall be considered for the management of private sector partnerships.	
6.	FINDING/S	RECOMMENDATION	RESPONSE	ACTION
	Need to improve structured learning with focus on lessons regarding partnership types, strategic priorities & approaches to scale-up	Strengthen the emphasis on structured learning with emphasis on: a) different types of partnership; b) project themes; and c) approaches to scale-up. Consider establishing a forum for sharing lessons on private sector engagement with other global health partners.	Agree The Business Owner acknowledges that the exploratory nature of the PSEA in 4.0 provided ample opportunities for lessons learned from the past five years, including the commissioning of the independent evaluation at the end of the period. Learnings to be shared across teams within the Secretariat, among Alliance partners and jointly with private sector partners is to be built in the new Strategy.	Develop a MEL Plan for the PSEA (2021-2025) Strengthen the Annual Review from the Managing Director Committee to ensure discussions on learnings Explore the potential for Gavi to convene other global health and development agencies, government partners, and the private sector to share lessons learnt and explore opportunities for creating shared objectives.

The full detailed version can be accessed by request to Gavi Secretariat.