

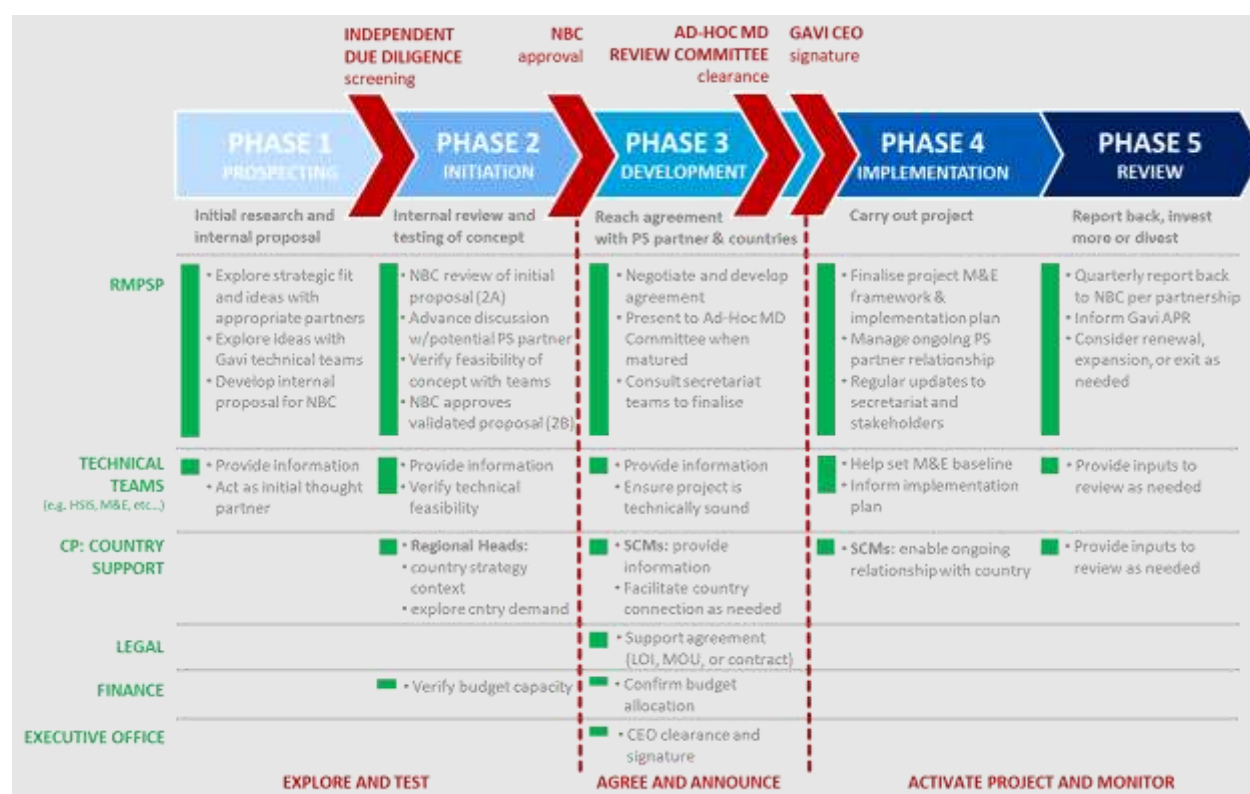
Annex F: Due Diligence and Governance Overview

Private sector partnership review process

In response to the need for stronger coordination, specifically for expertise-based partnerships, a cross-secretariat New Business Committee (NBC) was created in 2017. The NBC employs a stage gate review process which assesses partnerships against country needs and operational feasibility. Partnerships are then reviewed by a committee of Secretariat Managing Directors against strategic priorities and reputational risk reviews before final approval by Gavi's CEO.

This phased approach is further elaborated in Figure 1 below:

Figure 1: Gavi's standard process for private sector partnership development



Private sector governance

Firstly, the Secretariat will strengthen its existing partnership management system (NBC). Jointly owned by resource mobilisation and country programme managing directors, this revised system will provide oversight from the end-to-end partnership development. Furthermore, it will ensure that expertise-based partnerships are embedded in country needs. As such, the Secretariat envisages reporting back on these partnerships via programmatic updates.

For innovative approaches and engagements, the Secretariat will ensure coordination with the innovation governance mechanisms as they are developed.

Secondly, the Secretariat proposes the creation of an Alliance wide private sector Community of Practice. This would serve not as a governance mechanism per se, but instead provide a platform for countries, partners, and implementing agencies to share lessons and technical guidance on strategy implementation. This community of practice will also serve to foster greater coordination and collaboration across the Alliance.

Thirdly, considering the network, skills and experience required for an effective private sector engagement and the lack of private sector representation in Gavi's governance system, the Secretariat recommends establishing a Private Sector Investors Group. This advisory body will support the Secretariat's efforts by signposting potential opportunities and guiding on industry trends. This will be important, given the increasing competition for private sector funding and resources from the development community.

Figure 2 provides an overview of the proposed PSE governance architecture

