Gavi, the Vaccine Alliance EVALUATION MANAGEMENT RESPONSE

Evaluation of Gavi's Private Sector Engagement Strategy (2021-2025)

Business Owners	**Private Sector Innovation Team (Resource Mobilisation)**
Evaluation title	Evaluation of Gavi's Private Sector Engagement Strategy (2021-2025)
Evaluation year	2026
Evaluation purpose and objectes	The evaluation purpose and objectives are to: (1) assess the relevance, performance and sustainability of the PSE 2021-2025 Strategy, and (2) develop actionable lessons and recommendations to inform the design of the next PSE Strategy. Whilst the evaluation is retrospective, there is a significant forward-looking component with findings informing the new PSE Strategy to be delivered under Gavi Leap. The evaluation scope includes the full cycle of the 2021-2025 Strategy (including design, implementation and results) and is global with a selection of partnerships analysed through in-depth case studies. The scope does not cover private sector engagements with the Market Shaping and Supply Chain functions.
Senior Management Overall Response to the Evaluation	Gavi Senior Management welcomes the findings and recommendations of the independent evaluation of the 2021–2025 Private Sector Engagement (PSE) Strategy, and thanks the evaluation team for their rigorous and collaborative approach throughout the process. The team demonstrated a strong grasp of the complexity and breadth of private sector engagement in the context of global health and immunisation — an understanding that was essential to the quality and relevance of this evaluation. The 2021–2025 period was shaped, from its outset, by exceptional circumstances. The COVID-19 pandemic and the demands of the COVAX effort absorbed significant organisational energy and resource across the Gavi Secretariat during the 5.1 period, including within the PSE function. In that context, fundraising — critical to sustaining COVAX financing and Gavi's broader replenishment commitments — necessarily became the dominant priority, compressing the bandwidth available for the full breadth of PSE modalities envisaged at strategy design. The evaluation's findings should be read with this backdrop in mind: the strategy was implemented under conditions that were neither

	anticipated nor within Gavi's control, and the PSE team's ability to deliver meaningful results across multiple workstreams during this period reflects considerable organisational resilience. Management agrees with all six recommendations. Collectively, they point in a clear and constructive direction: to sharpen strategic focus, strengthen portfolio management discipline, capture the opportunity presented by a new generation of technology philanthropy, embed PSE more effectively across the Secretariat, define a coherent innovation and scale-up pathway, and build the evidence and measurement infrastructure required to demonstrate impact and mobilise resources. The recommendations will be integrated as design principles for the PSE Strategy 6.0, and several actions are already in progress through the ongoing strategy development process. Management notes that implementation of a number of recommendations — particularly those related to governance and MEL — will require cross-Secretariat commitment and resourcing decisions that extend beyond the PSI team. These dependencies will be tracked and escalated as appropriate. Progress against the actions set out in this response will be monitored through Gavi's standard evaluation follow-up mechanism and reported to the Board as part of the regular strategy implementation review.

Recommendations and Management Response

No.	Recommendation area	Recommendations	Management Response (Agree - Partially agree - Disagree)	Actions planned
1	Strategic positioning and prioritisation	**1) The Gavi 6.0 PSE Strategy should clearly define the purpose and comparative advantage of private sector engagement for Gavi and focus resources on the areas where the private sector brings the greatest additional value in a changing development and financing landscape.** (i) Clearly articulate the added value of private sector engagement in delivering Gavi's objectives – identifying a strong statement of purpose that brings out what and how the private sector can contribute (differently from other actors) and emphasises how PSE provides impetus to meeting Gavi's objectives in an accelerated and/ or enhanced way. This value should also provide the combined benefit of creating resonance amongst private sector to engage with Gavi. (ii) Retain the multi-modal approach of Gavi PSE including fundraising, advocacy benefit and accessing the capabilities, expertise and innovation of	Agree	The PSE Strategy 6.0 development process will incorporate this recommendation as a core design principle. A clear statement of purpose and comparative advantage for PSE will be articulated and validated through the strategy development process, drawing on findings from this evaluation. The resulting PSE Strategy 6.0 will then be submitted to the Board for approval in June 2027. The multi-modal approach will be retained. Its readability can be enhanced by further assessing the need to bring together expertise and innovation partnerships into a single category. The future strategy will build on the solid analytical foundation provided by the evaluation to identify the areas where Gavi's private sector engagement can deliver the greatest impact.

		the private sector. Notably, while fundraising is key, the 6.0 PSE Strategy should recognise advocacy as a strategic outcome of PSE by explicitly reflecting its contribution to sovereign donor mobilisation, growing importance during replenishments and overall attraction of Gavi as a dynamic and multi-stakeholder entity. Within each of these modalities, include in-kind partnerships and contributions – but in a targeted and selected manner that leverages current PS trends in an optimal manner – see next point. (iii) Explicitly focus PSE efforts on where the biggest bang for buck lies in the coming years including: (a) AI capability partnerships applying AI to immunisation and health system priorities, designed at substantially greater scale than the current innovation and expertise modalities and potentially with a strong in-kind component; (b) the new generation of AI technology philanthropy, engaged early and through a dedicated multi-funder offer; (c) relationship-intensive segments (major philanthropies, ultra-high net worth individuals, family offices, and especially technology companies), with higher transaction costs but substantially greater		Depending on the analysis this could be AI-related partnerships but not only. Particular attention will be given to maximising return on partnership investment and to ensuring that sectors and modalities with the strongest growth potential in the coming years are explicitly reflected in the strategy's priorities.

		long-term potential; (d) domestic and regional private sector actors, in line with Gavi Leap's localisation priority.		
		2) Manage PSE as a strategic portfolio, focusing on fewer partnerships with greater and longer-term impact. (i) Adopt a deliberate and strategic approach to the PSE portfolio – prioritise partnerships capable of delivering scale; emphasise depth over breadth; consider a tiered approach with a small number of committed strategic bets, each backed by a defined Gavi strategy that partners can join, a bounded window for opportunistic partnerships accepted against the same entry criteria, and a defined risk appetite for the portfolio as a whole, including the share of resources allocated to experimental engagements. (ii) Adopt bespoke strategies for different private sector actors – e.g. recognise high level of effort (LOE) required for relationship building with new and philanthropic partners, actively engage country teams for local private sector opportunities, ensure unified Gavi positioning and adequate tech-leadership in engagements with technology companies, use platforms where robust	Agree	A portfolio management approach will be developed as part of PSE Strategy 6.0, including criteria and regular portfolio review cadence calibrated to Gavi Leap's leaner Secretariat. This will be supported by a business partnering model between RMG and CDD to strengthen collaboration on the development and management of private sector partnerships implemented in countries. The resource implications for both teams will be assessed through the Gavi 6.0 planning process. The framework will distinguish different modalities and drivers for the partnerships.

		and efficient structures exist/ can be created. (iii) Use explicit criteria to determine which partnerships to initiate, adapt, scale or exit, reviewing the portfolio regularly to rebalance effort against impact, particularly in view of a leaner Secretariat. Entry criteria should include a credible sustainability and transition plan at design and the intended return for both Gavi and the partner.		
		3) Develop a dedicated offer for the new generation of technology philanthropy, built around a simple multi-funder mechanism and the evidence base required to be credible to evidence-driven funders. This recommendation operationalises Recommendation 1 (iii, b) on focused engagement with the new generation of AI technology philanthropy, recognising its priority given the estimated US$37-US$100 billion a year in future giving (press-reported, not independently verified. Planning assumptions for Gavi rest on the conservative end (US$37 billion a year), with the upper end of US$100 billion a year carried as a stated sensitivity.	Agree	Building on current engagements, Gavi will develop a dedicated and differentiated approach for technology philanthropists. This segment represents one of the highest-potential growth areas for the coming years, and the PSE function will ensure a structured and compelling offer tailored to the expectations, including their preferences regarding earmarking, and decision-making processes of these funders. Delivering on this ambition will require a whole-of-Secretariat effort: building the evidence base, cost-effectiveness analysis capability, and reporting infrastructure that this generation of funders demands. Resourcing

		(i) Design a simple, flexible multi-funder mechanism through which this capital can enter Gavi, with matching and de-risking structures built in, rather than a growing portfolio of bespoke bilateral grant relationships. There are three key elements: (i) the mechanism must be legible to evidence-driven funders and the intermediaries that route them; (ii) it must offer genuine co-creation and engagement, not only donation; and (iii) it must be open early, while this generation's giving habits are forming. (ii) Sequence the engagement deliberately: first the intermediaries with whom Gavi is already in dialogue, then corporate AI foundations, then individual funders as initial public offering (IPO) wealth becomes liquid. For each segment, define what "legible" requires of Gavi's evidence base and relationship model. (iii) Build the organisational readiness this capital demands: capacity to produce cost-effectiveness analysis and impact data to the standard these funders expect, responsiveness to information requests, and transparency about progress, challenges and uncertainty. This capability requires dedicated resourcing		requirements will be assessed as part of the 6.0 planning process.

		and additional to that of the PSE team's current capacity of approximately 4 FTE over 5.0. Resourcing may be met in part by reprioritising and strategizing efforts as outlined in Recommendations 1 and 2. (iv) Be explicit about the trade-offs: this capital is expected to be substantially earmarked, thematically selective and demanding of data.		
S/No	Recommendation area	Recommendations	Management Response (Agree - Partially agree - Disagree)	Actions planned
2	Operationalisation and shared accountability	**4. Gavi should enhance and streamline PSE governance, foster a country oriented approach by embedding PSE through a formal business partnering model, with shared accountability across the Secretariat for delivery.** The model should be designed to minimize the internal friction in PSE processes identified in this evaluation, incentivise cross-team working, and be pragmatic to operate in support of Gavi Leap and a leaner Secretariat. It should detail how Gavi teams systematically collaborate across the private sector partnership lifecycle. It should recognise both formal and informal ways of working; however, the purpose of formalisation is to codify and protect the relationship-based ways of working that	Agree	As Gavi's engagement with the private sector continues to evolve, the current PSE governance framework no longer fully reflects its operational realities. The ongoing revision of the Private Sector Engagement Standard Operating Procedures is intended to enable Gavi to respond efficiently to partnership opportunities while ensuring appropriate oversight and risk management. The objective is to establish a clear and consistent framework for private sector engagement that aligns with current policy requirements and organisational structure. Building on this foundation, a comprehensive PSE governance

		the evaluation found drive successful partnerships, so they survive staff turnover and leadership change, not to replace relationships with rules. (i) Governance: (i) Identify a named executive sponsor at senior leadership level to lead strategy implementation and socialisation, with a defined cadence of visibility, for example a standing review of PSE portfolio performance at leadership level; (ii) Define roles, responsibilities and decision-making authorities and standard operating procedures, including key Secretariat teams and personnel to engage; (iii) Simplify governance and fiduciary processes through proportionate risk management and standardised partnership approaches, for example tiering fiduciary and risk review by partnership value and risk profile, and using framework agreements that pre-authorise governance for repeat partners (an approach CEPI is already developing). (ii) Country-oriented approach with needed business partnering: (i) Plan PSE opportunities jointly with technical and country teams from origination, so partnership discussions are credible and implementable in country before commitments are made to partners. This		framework will be developed and operationalised in parallel with PSE Strategy 6.0 - in close collaboration with all relevant secretariat teams. An executive sponsor will be identified at senior leadership level to lead strategy implementation.

		should distinguish responding to expressed country demand from building country buy-in for solutions countries cannot yet see, with the entry point for unproven partnerships running through the relevant technical teams. (ii) Gavi should also develop a pipeline of unfunded country priorities from the holistic country application process, which PSE can take to prospective partners. (iii) Ways of working: (i) Establish structured spaces for cross-team engagement through the partnership lifecycle; (ii) Define a single entry point through which country-facing teams access all PSE mechanisms (INFUSE, the Matching Fund, the Innovation Scale-Up Facility and other instruments); (iii) establish common KPIs for PSE among Secretariat teams (e.g. PSI, HSIS, CDD). Given its cross-cutting technical role and visibility across country programmes, HSIS should be considered the primary business partner for PSI in shaping partnerships aligned with Gavi HSS priorities and with CDD engaged to ensure country relevance, ownership and successful implementation. The Strategy team should be engaged, and lead where		

		appropriate, when a partnership carries organisation-wide strategic implications, given its reach across the Secretariat.		
S/No	Recommendation area	Recommendation	Management Response (Agree - Partially agree - Disagree)	Actions planned
3	Innovation and scale-up approach	**5. The PSE strategy should define its approach to innovation which distinguishes between experimentation, scale and long-term ownership, and which identifies the 'buyer' in the pathway to adoption and scale.** This recommendation recognises development of the Innovation SUF during the 5.0 period (although an evaluation of the SUF is not in scope), in response to challenges in scaling INFUSE and other innovations. Reflecting the work underway, the PSE strategy should: (i) Differentiate between innovations early in the value chain intended to generate evidence, and more mature innovations intended to be scaled, recognising that these require different governance, risk tolerance and exit logic. A small proof of concept grant and a multi-million scale-up commitment should not be governed as points on the same continuum: the innovation pipeline needs permission to fail cheaply, while scale-up capital needs discipline.	Agree	Gavi's decade-long experience in bringing innovation to global health has demonstrated measurable impact and built significant internal capacity. However, the current approach is reaching its limits in terms of ability to scale successful innovations. The next stage of maturity calls for an integrated, end-to-end management of Gavi's innovation pipeline — connecting the piloting of innovations through INFUSE with the scaling of proven solutions through the Scale-Up Facility. This will be reflected in the PSE Strategy 6.0 through a dedicated innovation and scale-up framework that differentiates proof-of-concept stage from scale-up investment governance. The framework will define clear pathways to scale and sustainability and establish explicit entry, continuation and exit

		(ii) Define what scale means for Gavi and for each innovation portfolio at the outset. There are different concepts at play here including scale (deepening coverage within a country) and replication (extending a model to other country contexts). The second is between programmatic sustainability (embedding activities in country systems) and financial sustainability (transitioning from Gavi grant funding to domestic or commercial financing). (iii) Link INFUSE explicitly to the Innovation Scale-Up Facility, Gavi Market Shaping, HSIS and country funding opportunities, and Gavi's innovation strategy, and identify a single named owner accountable for a solution's progression from INFUSE evidence generation through to scale-up. The intended buyer should be identified at design and may take different forms: government adoption and procurement, continued commercial operation by the partner, uptake by non-governmental organisation (NGO) or civil society actors, or market mechanisms; not every partnership requires a government financing pathway to be sustainable. Blended finance models may be		criteria across the lifecycle. INFUSE will be formally linked to the Innovation Scale-Up Facility and other relevant Gavi instruments, with a single named owner accountable for each solution's progression from evidence generation through to scale.

		considered keeping in mind issues regarding fund scope, generating a credible pipeline, requirements of catalytic grant funding alongside commercial capital, need for supporting technical assistance (TA) to facilitate successful investments, specialist skills set requirements, balance between private sector and development finance institution (DFI) capital and interest, amongst others. (iv) Apply explicit entry, continuation and exit criteria through the partnership lifecycle, including scalability criteria assessed at entry and the discipline to discontinue support when milestones are not met. Exits should be structured to preserve the relationship: communicated against transparent criteria applied consistently across the portfolio, so that discontinuing one engagement does not foreclose future collaboration.		
S/No	Recommendation area	Recommendation	Management Response (Agree - Partially agree - Disagree)	Actions planned
4	Performance measurement and MEL	**6. Develop a strategy level MEL framework that measures Secretariat performance, PSE outcomes and supports strategic decision-making, continuous improvement and resource mobilisation.**	Agree	The 2021–2025 strategy period has generated significant lessons across all dimensions of private sector engagement — from partnership design and portfolio management to resource mobilisation and innovation scale-

		(i) Develop a comprehensive and yet right-sized MEL framework to ensure robust measurement of PSE projects and the portfolio, supporting both results measurement and strategic decision-making, and fully aligned with the strategic positioning and prioritisation outlined in Recommendation 1. • Project-level indicators could be grouped by Gavi strategic focus area/ HSIS priority, with some common indicators and benchmarks to measure return on investment through both quantitative and qualitative assessment (as has been done in this evaluation, for example). • Capture non-financial value explicitly – e.g. capture advocacy value both quantitatively and qualitatively, consider imputed value of in-kind contributions as well as metrics on efficiencies such as cost savings, etc. • Use portfolio learning and regular portfolio reporting to inform partnership selection, portfolio management, strategy adaptation and governance oversight, so that MEL evidence is actively used in decision-making rather than only measured and reported. • Ensure adequate resource capacity to deliver effectively on MEL.		up. The commissioning of this independent evaluation reflects management's commitment to drawing on those lessons rigorously and transparently. The PSE Strategy 6.0 will embed a systematic approach to learning, with findings shared across Secretariat teams, Alliance partners and, where appropriate, private sector partners themselves. A comprehensive MEL framework at portfolio level, aligned with the PSE Strategy 6.0 results framework, will be developed and incorporated into governance from the outset. The framework will capture both financial and non-financial value indicators, and portfolio-level reporting will be designed to serve strategic decision-making and governance oversight — not only results measurement. Evidence standards aligned with the expectations of the new generation of technology philanthropists will be incorporated as a design principle across the partnership portfolio.

		(ii) Build the evidence capability needed to engage evidence-driven funders, including robust impact and cost-effectiveness data. (iii) Ensure shared KPIs across Gavi functions/ teams to support shared accountability and measurement.		Adequate resourcing of the MEL function is recognised as a prerequisite for success. Resourcing requirements will be assessed and confirmed as part of the 6.0 planning process.