

CEO's Report, including Gavi 5.1 strategy, programmes and partnerships, and Gavi Leap

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GENEVA, SWITZERLAND
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gavi.org



Akite's child is protected with malaria vaccine at a community outreach event near her village in Uganda
Gavi/2025/Jjumba Martin

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Gavi partner Simprints' ethical, inclusive patient ID powered by biometrics
Eastern Region, Ghana
Gavi/2025/Nipah Dennis

Global Summit on 25 June: world leaders recommit to immunisation amid global funding shortfall

Key outcomes for Gavi 6.0 (2026–2030)

- **Record number** of returning and new donors, including first-time pledges by implementing countries
- **>US\$ 9bn** towards target budget of US\$ 11.9bn
- **US\$ 4.5bn** from DFIs for country systems & vaccine access
- **≤US\$ 200m** in cost savings from manufacturers
- **>US\$ 149m** in private sector partnerships focused on immunisation delivery, including **US\$ 40m** for innovation scale-up fund

Next steps

- Additional donor commitments expected in the remainder of 2025
- Some donors unable to pledge at the Summit due to domestic budgetary and election cycles
- Resource Mobilisation team working with donors to secure full funding



Gavi 6.0: Approach and Board engagement for recalibration of Gavi 6.0 strategy

 Completed

 Board engagement

 AFC/PPC engagement

 **'Regular' annual Board retreat, 8–9 April:** initial perspectives on approach to recalibrating Gavi 6.0 priorities

 **AFC, 13 May:** update on process and timeline

 **PPC, 14–16 May:** guidance on Gavi 6.0 policies and sub-strategies (e.g. HS Strategy, F&H Approach)

 **Global Summit, 25 June**

 **Technical briefing, 16 July:** with PPC/Board members

 **AFC, 17 July:** updated 'unconstrained' financial forecast for Gavi 6.0; update on scenarios for recalibration of Gavi 6.0 strategic priorities

 **Board retreat, 22-23 July:** recalibration of Gavi 6.0 strategic priorities based on Summit outcomes and potential 'upside scenario', ahead of the **Board meeting, 24-25 July**

 **AFC, October:** update and formalise Gavi 6.0 forecast integrating recalibration outcome

 **PPC, October:** update Gavi 6.0 sub-strategies, approaches based on recalibrated priorities

 **Board, December:** final approval of update Gavi 6.0 sub-strategies/approaches based on recalibrated priorities

Gavi 5.1 performance

The Vaccination Brigade conducts
home visits with Gavi support
La Paz, Bolivia
Gavi/2025/Sara Aliaga Ticona

Balanced Scorecard | Programmatic strategic goals

** Updated bi-annually or more (else updated annually)

Gavi 5.1 mission indicators

		Baseline	Gavi 5.1 Cumulative
Unique children immunised ¹	●	n/a	>279 million (21-24)
Reduction in zero-dose children	●	9.2 million (2019)	10.2 million (2024)
Future deaths averted	●	n/a	>3.7 million (21-23)
Future DALYs ² averted	●	n/a	>180 million (21-23)
Economic benefits unlocked	●	n/a	>US\$ 52 billion (21-23)

SG1

Strategic goal 1

Introduce and scale up vaccines

		Gavi 5.1 Cumulative	Q2 2025 (YTD)
New vaccine introductions**	●	87	17
• HPV introductions**	●	20	2
• Malaria introductions**	●	20	3
		Baseline 2019	2024
Breadth of protection	●	44%	63%
Timely outbreak detection	●	25% ³	18% (2023)
Measles campaign reach	●	37.3% (2021)	75% (2023)

SG2

Strategic goal 2

Strengthen health systems

		Baseline 2019	2024
DTP3 coverage	●	83%	82%
Geographic equity of DTP3	●	67%	69% (2023)
DTP dropout	●	6%	6%
MCV1 coverage	●	81%	80%

SG3

Strategic goal 3

Improve sustainability

		Baseline 2021	2024
Co-financing fulfilment	●	100% (2020)	100% ⁴
Preventing backsliding in Gavi-transitioned countries	●	9 countries	10 countries
Vaccine intro in MIC countries**	●	n/a (2022)	13 (5.1 cumulative)

SG4

Strategic goal 4

Ensure healthy markets

		Baseline	2024
Healthy market dynamics	●	n/a	10
Incentivise innovations	●	n/a	12
Scale-up innovations	●	n/a	6

● On track ● Delays/challenges ● Significant delays/challenges ● No target / TBD

1. Children immunised covers only routine immunisation, not campaigns 2. Disability Adjusted Life Years 3. Baseline for timely outbreak detection is average of 2018–2020; 25% out of 18 – for additional details refer to the Annual Progress Report from Gavi; 18% out of 40 – for additional details refer to the Annual Progress Report from Gavi 4. % of countries who have fully met their co-financing obligation. Excluding countries whose co-financing obligation was exceptionally waived, all countries have fully met their 2024 co-financing obligation.

Balanced Scorecard | Programmatic strategic goals

Gavi 5.1 mission indicators

- **Ahead of schedule to immunise 300m unique children by 2025**, with 279m children immunised by end 2024
- Number of **zero-dose children declined by 500,000 in 2024**, but **still remains 10% higher compared to pre-pandemic levels** and off track from our Gavi 5.1 target

SG1

Strategic goal 1

Introduce and scale up vaccines

- 87 **vaccine introductions** to date; already exceeding 5.1 target
- **Breadth of protection** increased by 19pp compared to pre-pandemic; already exceeding 5.1 target
- Nearly 60m girls vaccinated with **HPV vaccine** by end 2024, on track to reach the revitalisation target

SG2

Strategic goal 2

Strengthen health systems

- **DTP3 and MCV1** increased and nearly back to pre-pandemic levels, but further progress needed
- 4 of 5 **High Impact Countries** and 9 of 12 **Fragile & Conflict** countries have raised DTP3 coverage above pre-pandemic levels

SG3

Strategic goal 3

Improve sustainability

- **Co-financing obligations** met in 2024, with the exception of 6 waivers granted due to humanitarian crisis
- Countries contributed a record **US\$ 255 million in co-financing**; representing 19% increase from 2023

SG4

Strategic goal 4

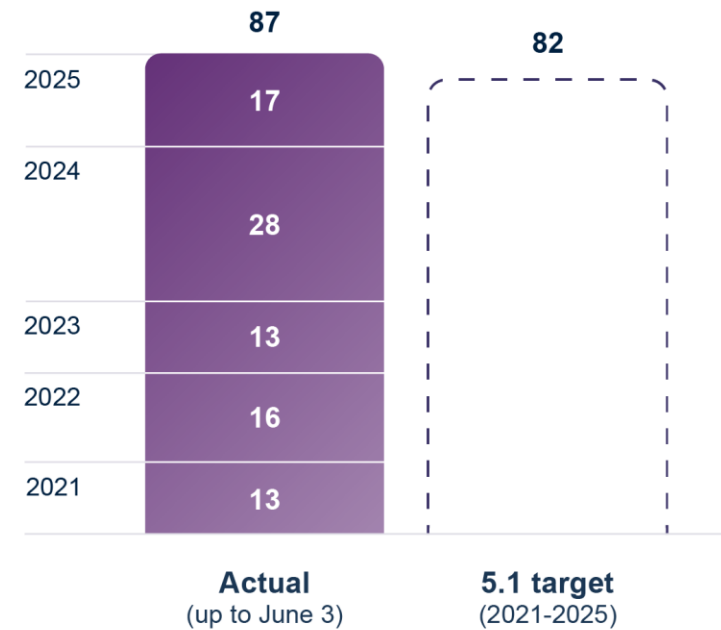
Ensure healthy markets

- **Indicators on track**; four markets marked as having **unacceptable health** in 2024 (Rotavirus, HPV, Cholera and Malaria), consistent with 2023



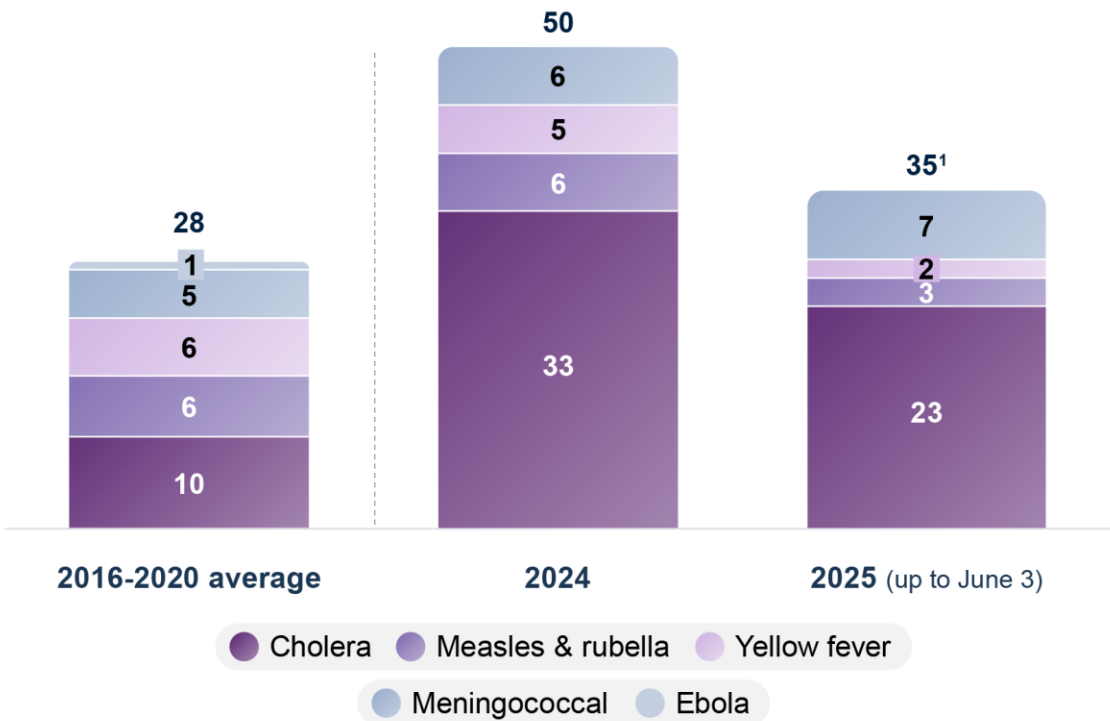
Exceeded target on new vaccine introductions; outbreaks remain top risk for Alliance

Number of routine vaccine introductions with Gavi Support
2021–2025



Expected routine introductions in 2025: **37**

Number of approved outbreak response requests supported by Gavi through global mechanisms
2024–2025 vs. Gavi 4.0 average (2016-2020)





“The Big Catch-up”: full shift to implementation; early signs of lagging performance

● On track ● Delays/challenges ● Significant delays/challenges

	Actual	Target (2025)	Status
Children aged between 1–5 yrs reached by Big Catch-up with at least one vaccine	7.1m ¹ <i>as of 31 March 2025</i>	/ 25m	●
Vaccine doses shipped ²	143m	/ 195m	●
Countries started implementation ³	34	/ 35	●

Key highlights

- **Lagging performance** in most countries: **risk to reaching 25m children target** by end 2025
- **Cross-Alliance task team mitigating risks** through deployment of technical assistance, phasing and cancelling shipments, advocating for acceleration across governments, Alliance

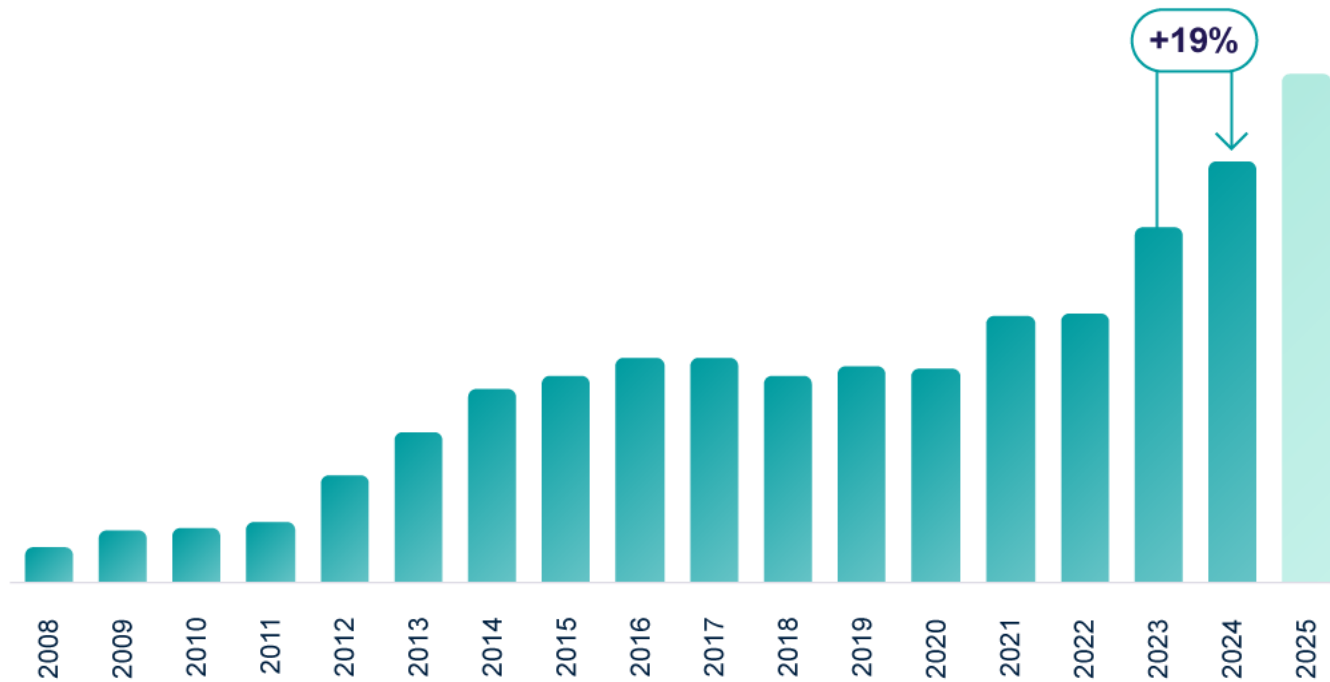
1. Countries with Gavi-funded Big Catch-Up (BCU) doses. Estimated based on BCU quarterly reporting mechanism using administrative data for reported for penta1/penta3/MCV1 (highest number for any of these vaccine doses per each country and the sum of the number across countries. To reduce double-counting, the highest cumulative dose figure (e.g. penta3) is selected for all quarters at country level (avoiding taking penta1 for one quarter, followed by penta3 in a future quarter to avoid double-counting a child receiving both). 2. As of 31 March 2025. 3. As of 23 April 2025, Solomon Islands and Kyrgyzstan have not begun BCU doses administration.



Country co-financing hit a new record in 2024

Country co-financing contributions by year

US\$ million, 2008–2025



- Despite macro-fiscal challenges and **19% increase** in co-financing obligations, all countries fully paid 2024 obligations – totalling a record **US\$ 255 million**
- Excludes **six waivers** due to humanitarian crises



Number of markets with acceptable market health remains at 10, on track with 5.1 target

2024 vaccine market health

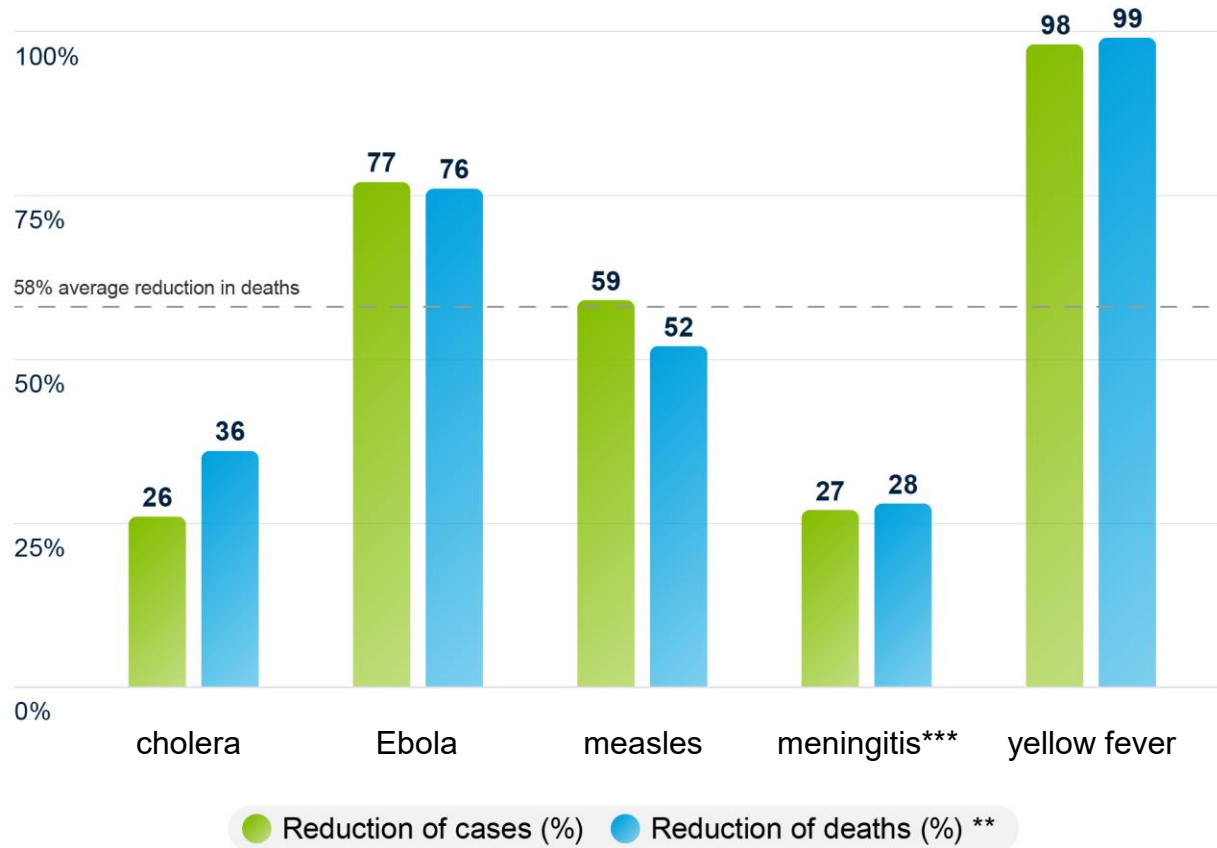
Acceptable

Unacceptable

Penta CCE Hexa TCV JE MenA M/MR YF IPV PCV Rota HPV Cholera Malaria

- **Same four markets** exhibited unacceptable levels of health **as in 2023**
- **Underlying challenges** being addressed through **specific strategies** and **continuation of market shaping efforts** on demand and supply sides
- These efforts have **started yielding improvements** in various areas

Outbreak response vaccines cut deaths by an average of nearly 60%



- Emergency vaccination responses to 210 outbreaks of measles, cholera, yellow fever, meningitis and Ebola averted an estimated 5.81 million infections, 327,000 deaths and 14.6 million disability-adjusted life years (DALYs) between 2000 and 2023.*
- Based on data from 49 low-income countries, researchers estimated that vaccination reduced cases of these conditions by an average of 57% and deaths from them by an average of 58%.
- Emergency vaccination also generated nearly US\$ 32 billion in economic benefits from averting deaths and years of life lost to disability.

* Source: British Medical Journal (BMJ) Global Health

** Cases/deaths averted calculated as percentage of potential cases/deaths that would have occurred without outbreak vaccination (ie. observed cases/deaths + averted cases/deaths)

*** Does not include meningitis A outbreak response, because by 2017 routine+preventive vaccination had helped eliminate meningitis A outbreaks from Africa's meningitis belt

Achievements and updates



Government of Ethiopia Certificate of Appreciation presented to Gavi, June 2025

Recognition of Gavi's support for **Integrated Health Campaign** (including immunisation against measles & polio)

THE EQUAL-SALARY FOUNDATION



2025 Equal-Salary Certification for the **third time**

Gavi Leap: transforming the Secretariat; a blueprint for global health architecture reform

*Nursing assistant Akullu Hellen, Apac
General Hospital, Northern Region,
Uganda
Gavi/2025/Jjumba Martin*

GAVI LEAP

COUNTRY FIRST
TUNING ENGINE
POWERING PARTNERSHIPS
HARNESSING FUTURE
INTELLIGENT AGE

The Gavi Leap aims to **transform the Vaccine Alliance** through:

- simplicity
- transparency
- synergy

Crucial changes required
to roll out **Gavi 6.0 strategy**

Gavi Leap: roll out Gavi 6.0 strategy, accelerate delivery, inform Board discussions



Country first

- Increasing **country decision-making** over resources
- **New approaches, new strategies:** partnerships; fragile & humanitarian settings; health systems; grant management reform



Tuning engine

- Secretariat organisational review, **streamlined** structure
- Improving **processes**, planning & delivery
- Improving **culture & accountability**



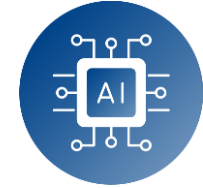
Powering partnerships

- Collaboration, alignment with **Global Fund**
- Partnerships with **UN, humanitarian actors** in fragile & humanitarian settings; with **MDBs** for investment
- New norms for **multi-stakeholder response** to emergencies



Harnessing future

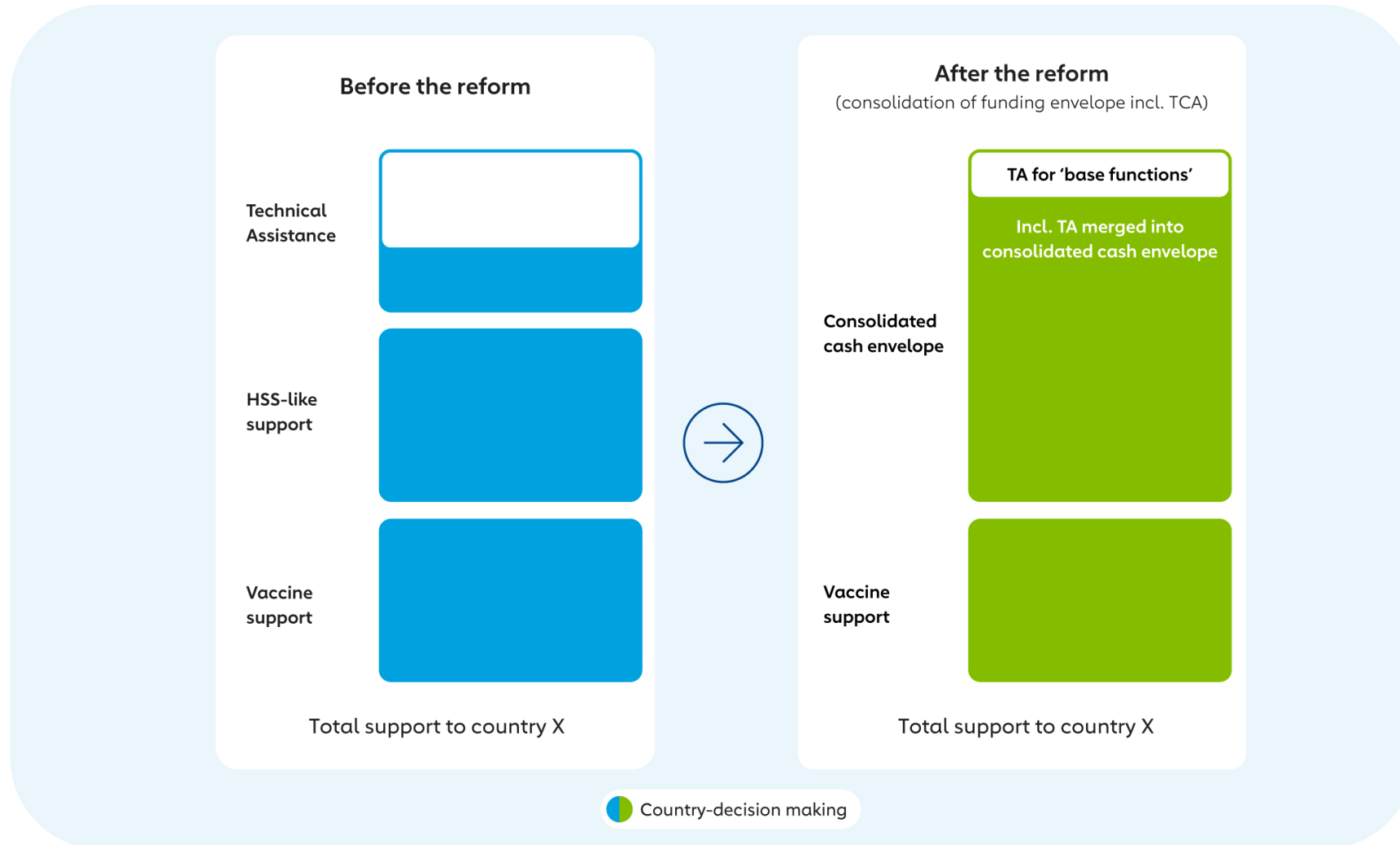
- Revitalised **global health architecture**
- Report: **Future of immunisation**
- **Future Lab** – *under consideration*
- **Private sector** engagement, **innovative finance** mechanisms



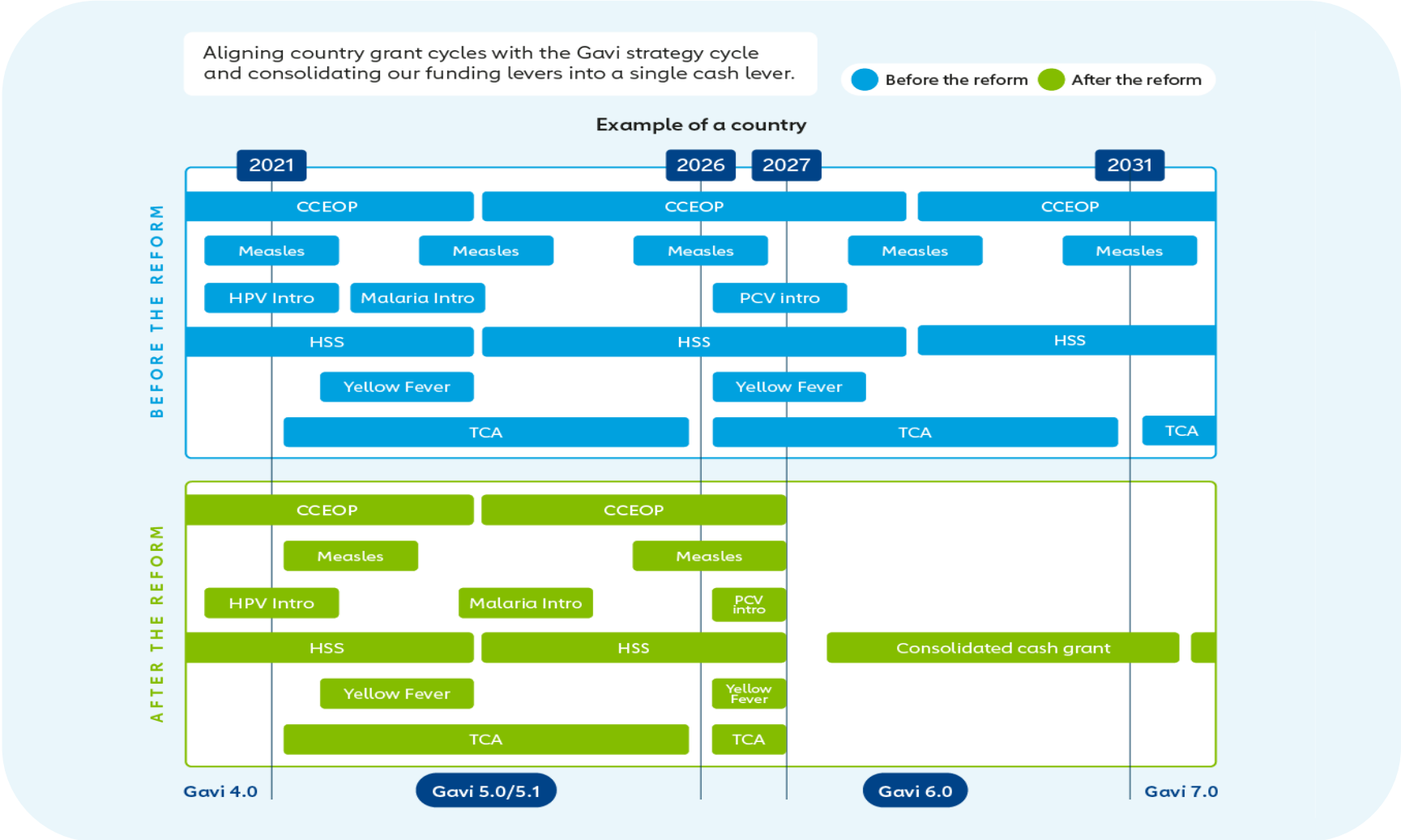
Intelligent age

- **AI@Gavi** strategy, mainstreaming
- **Grant application** development, analysis & reporting; country **microplanning**; **supply chain** optimisation
- Exploring other tech – *e.g. blockchain*

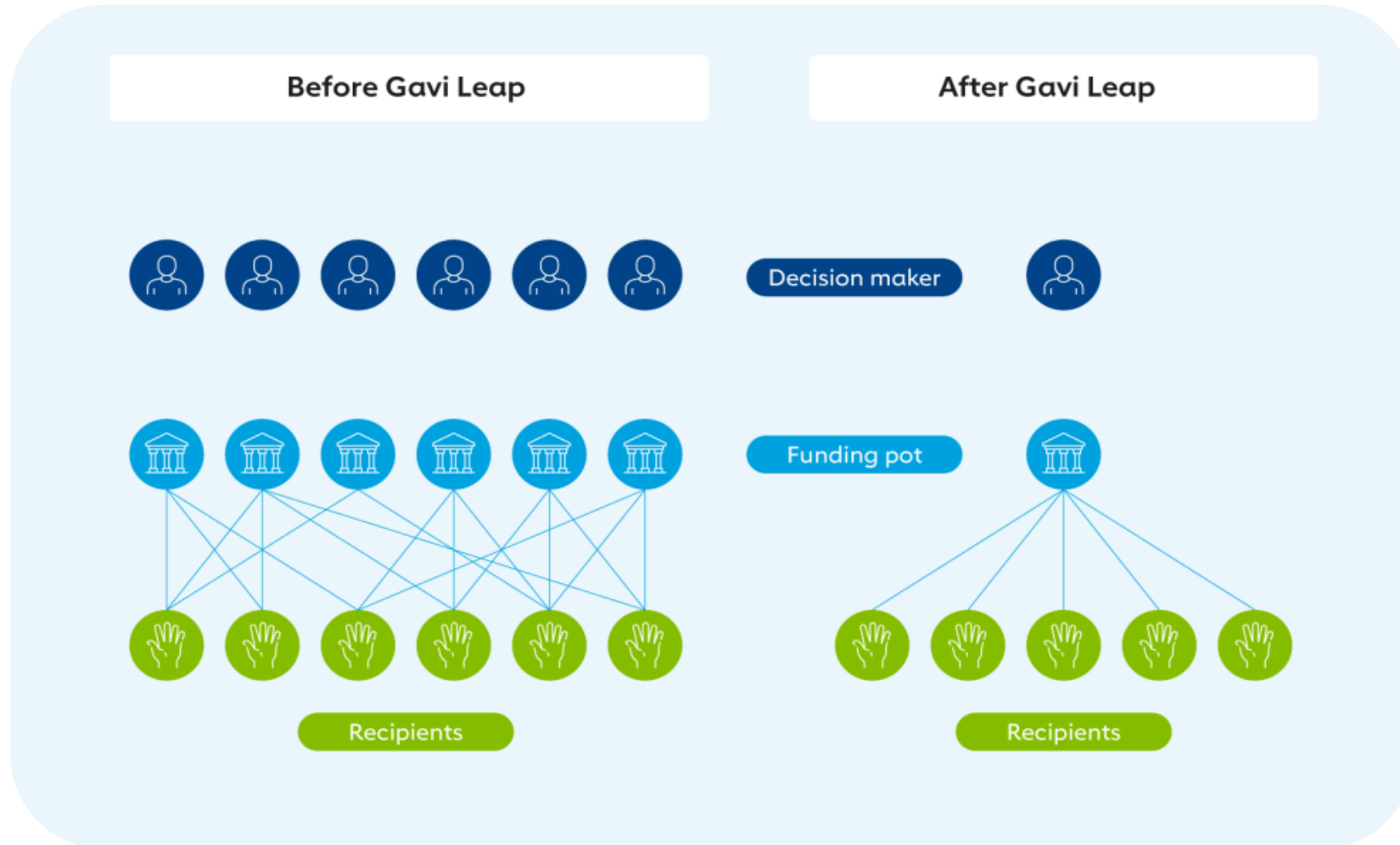
Gavi Leap strategic shifts: Increasing country decision-making over resources



Gavi Leap strategic shifts: Grant management reform including grant cycle alignment



Gavi Leap strategic shifts: Consolidation of evaluation and learning-related activities and funding



Gavi 6.0 Execution Framework structures, priorities, accountability across Alliance

Gavi Leap



Gavi 6.0 Execution Framework

Strategic goals



'Persistent challenges'



Priority interventions



Indicators



Targets



Accountability

Strategic Goal 1

Strategic Goal 2

Strategic Goal 3

Strategic Goal 4

Cross-cutting



Key specific persistent challenges (where applicable)



Programmatic flagships; Secretariat policy & operational reforms



Measurement and reporting frame at outcome and execution levels against priorities

Step change in **Gavi-Global Fund collaboration** driven by a joint CEO/ED-led taskforce, expanding on JCWG initiatives

Two main objectives



Drive **greater impact and efficiency** at **country level and HQ** to advance both organisations' missions



Drive **more structural options** for deeper collaboration

Initiatives have been **mapped to a 2x2 grid**

Focused in 4 areas: Strategy, Policy and Programs, Enabling Functions, Resource Mobilisation and Governance

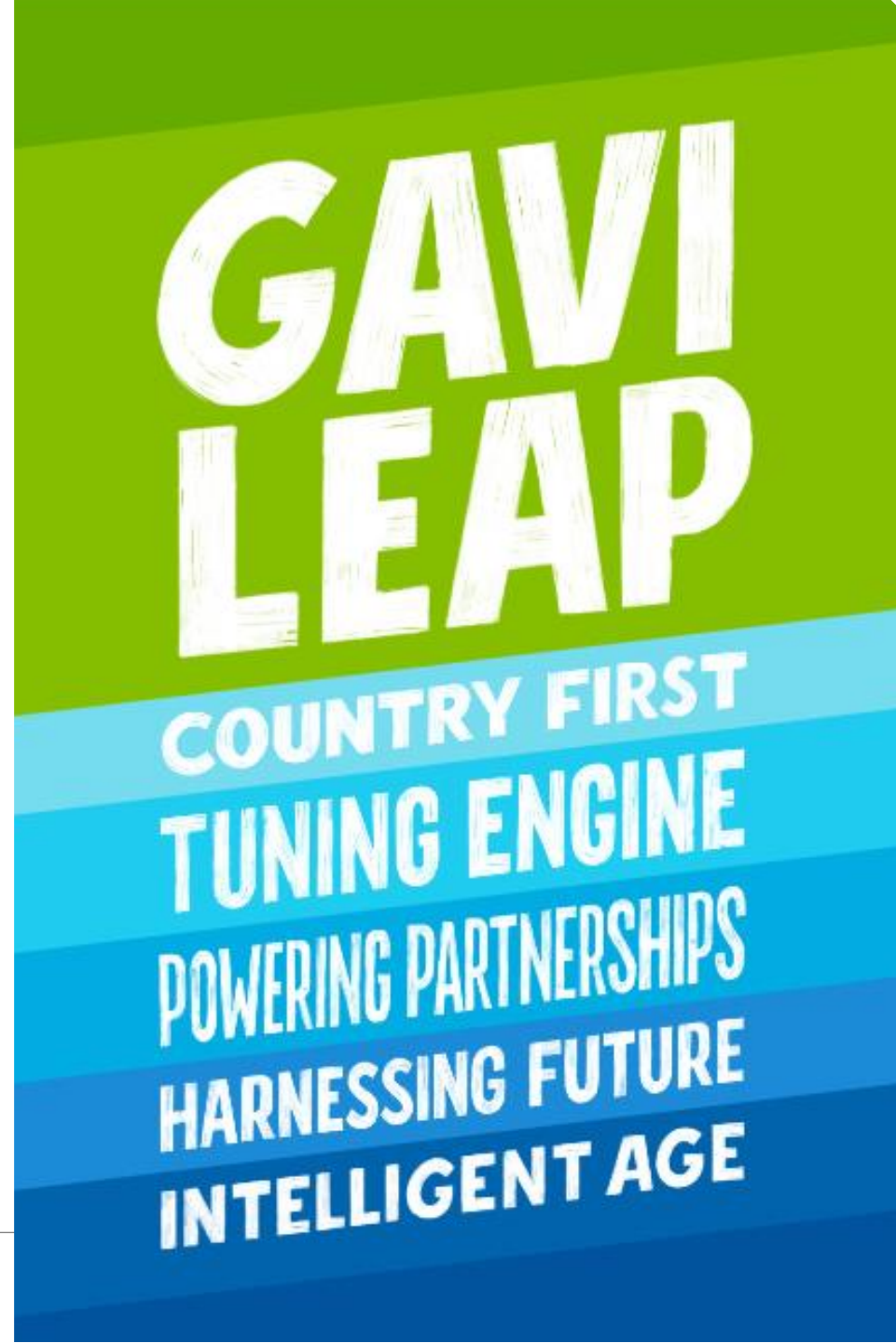
ILLUSTRATIVE

	Action now	For further analysis
Mgmt. purview	• <i>Strategy, programs and policy</i> (7) • <i>Enabling functions</i> (2) 9	-
Board purview	• <i>Enabling functions</i> (3) 3	• <i>Strategy, programs and policy</i> (4) • <i>Resource mobilisation</i> (1) • <i>Governance</i> (2) 7

xx number of initiatives identified

The Gavi Leap aims to **transform global health** by:

- enabling **Gavi reform** in a new era of **global health architecture reform**
- providing a blueprint for a **wider global health leap** – principles:
 - Country-centricity
 - country self reliance
 - focused mandates
 - finite lifespans



Thank you