

CEO Board Update

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gavi.org



HPV vaccine introduction, Angola
November 2025
Gavi/2025/Wilson Photographer

CEO Board Update

Operating context: challenges & opportunities

- **Operating context:** impact on Gavi and implementing countries
- **Conflict, fragility & risk:** global risk elevated; global economic picture mixed; new opportunities, technology & innovations to address challenges
- **Replenishment outcomes:**
Targeting US\$ 10 billion for Gavi 6.0

Gavi 5.0/5.1 performance: strategic & programmatic performance

- **Mission indicators:** strong performance, on track (except reaching zero-dose children);
strategy indicators: most on track (except DTP3 & MCV1 coverage)
- **Must-wins:** record-breaking progress of revitalised **HPV vaccine** programme (reached target of 86m girls by end 2025 ahead of schedule); 25 **malaria vaccine** applications approved; funding fully committed for “The Big Catch-up” to **restore routine immunisation**

Gavi 6.0 & Gavi Leap: embracing the future

- **Gavi Leap reforms:** Secretariat transformed for agility, efficiency, country focus
 - **Simplification:** grant management reform to ease country burden
 - **Secretariat transformation:** leadership structure, SLT, decision-making, delivery architecture
 - **Partnerships:** stronger collaboration with Alliance partners, Global Fund, GPEI
- **Recalibration:** getting ready to deliver in challenging context

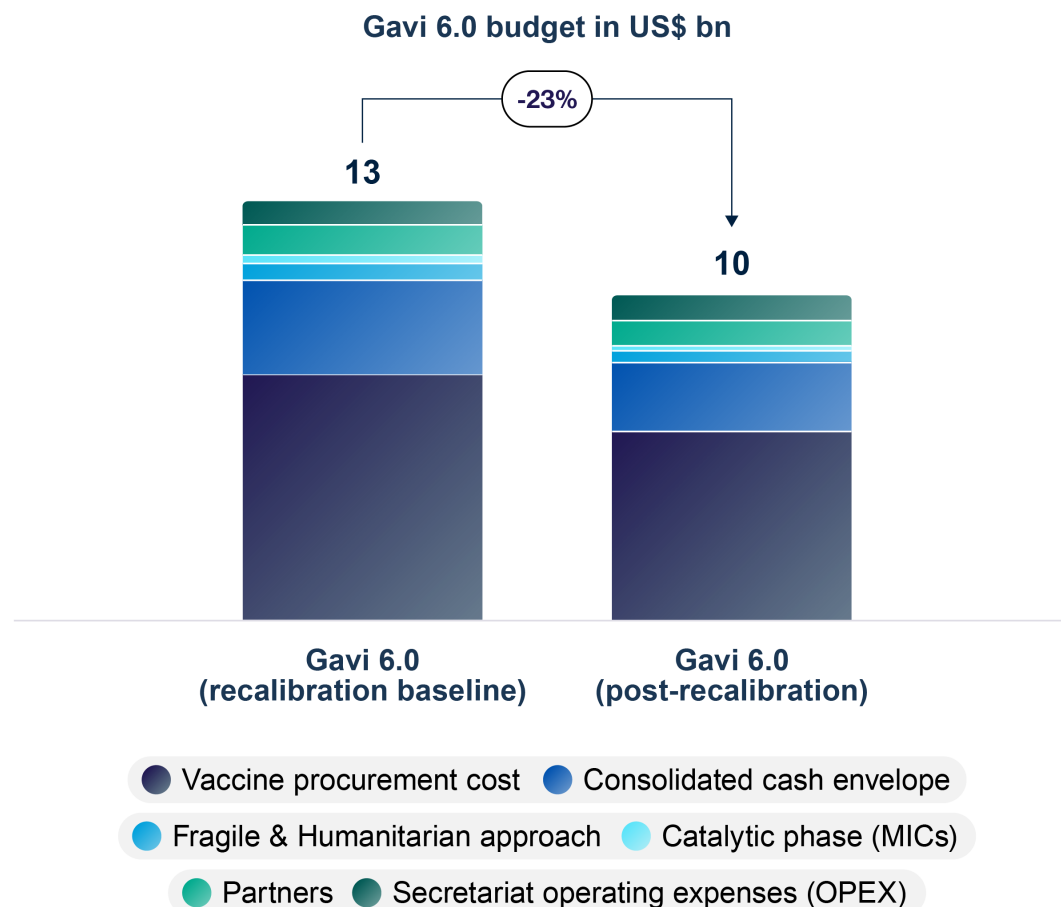
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Operating context: challenges & opportunities

Operating context

- **Official development assistance (ODA) cuts; record high debt**
+US\$ 74bn increase (**+9%**) in **debt service payments** by developing countries
- **Partner funding cuts**
40% less funding to humanitarian aid compared to same period in July 2024
- **Trade tensions and higher tariffs**
>20 developing countries experiencing **double-digit inflation** rates
- **Armed conflict, climate-related health emergencies, disease outbreaks, hunger**
>150,000 Sudanese killed in Sudan since Apr. 2023 (including >1,200 health workers)
>70,000 Palestinians killed in Gaza since Oct. 2023 (including >1,700 health workers)
>4,300 people killed by cholera across 31 countries (Jan.–Aug. 2025)
>307m Africans affected by hunger as of Jul. 2025
Imminent risk of catastrophic hunger (IPC/CH Phase 5)
in Haiti, Mali, Palestine, South Sudan, Sudan & Yemen as of Nov. 2025

Replenishment update: significant efforts required to operationalise Gavi 6.0 pledges, recalibrate to funding cuts



Key efforts:

- **Convert US\$ 6bn** in Gavi 6.0 pledges into long-term binding agreements
 - Securitise **nearly US\$ 800m** in new IFFIm pledges from current & new donors
- **Manage currency risk** from local currency pledges
- **Facilitate commitment of US\$ 3bn** in assured resources – including Pandemic Vaccine Pool (PVP) reallocations, Gavi 5.1 carryover, pre-existing IFFIm funds

Next steps:

- With some donors delayed by budget or political cycles, we aim to **mobilise additional resources**, potentially raising total to **US\$ 10bn**

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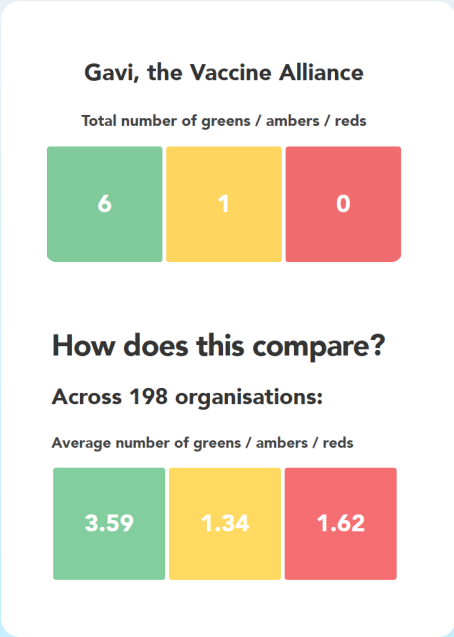
Gavi 5.0/5.1 performance: strategic & programmatic performance

Recent recognition & reviews

Global 50/50 gender & health index: Gavi's 2025 scorecard



“Very High”: highest category



Public commitment to gender equality:	G+
Definition of gender:	G+
Workplace gender equality policy:	G
Workplace fairness and equity policy:	G
Board representation and inclusion policy:	G
Gender parity in senior management:	P
Gender parity in governing body:	A
Gender of the CEO:	W
Gender of the Board Chair:	M
Sex-disaggregation of monitoring and evaluation data:	G

Latest FCDO review scores



A “outputs meet expectations”

Gavi 2024 score

A+ “moderately exceeded expectations”

IFFIm 2024 score



Gavi 5.1: latest data shows significant achievements despite operating context

>1.2bn

children vaccinated through routine programmes, 2000–2024



>2.1bn

vaccinations through preventive vaccination campaigns, 2000–2024



>20.6m

future deaths averted, 2000–2024

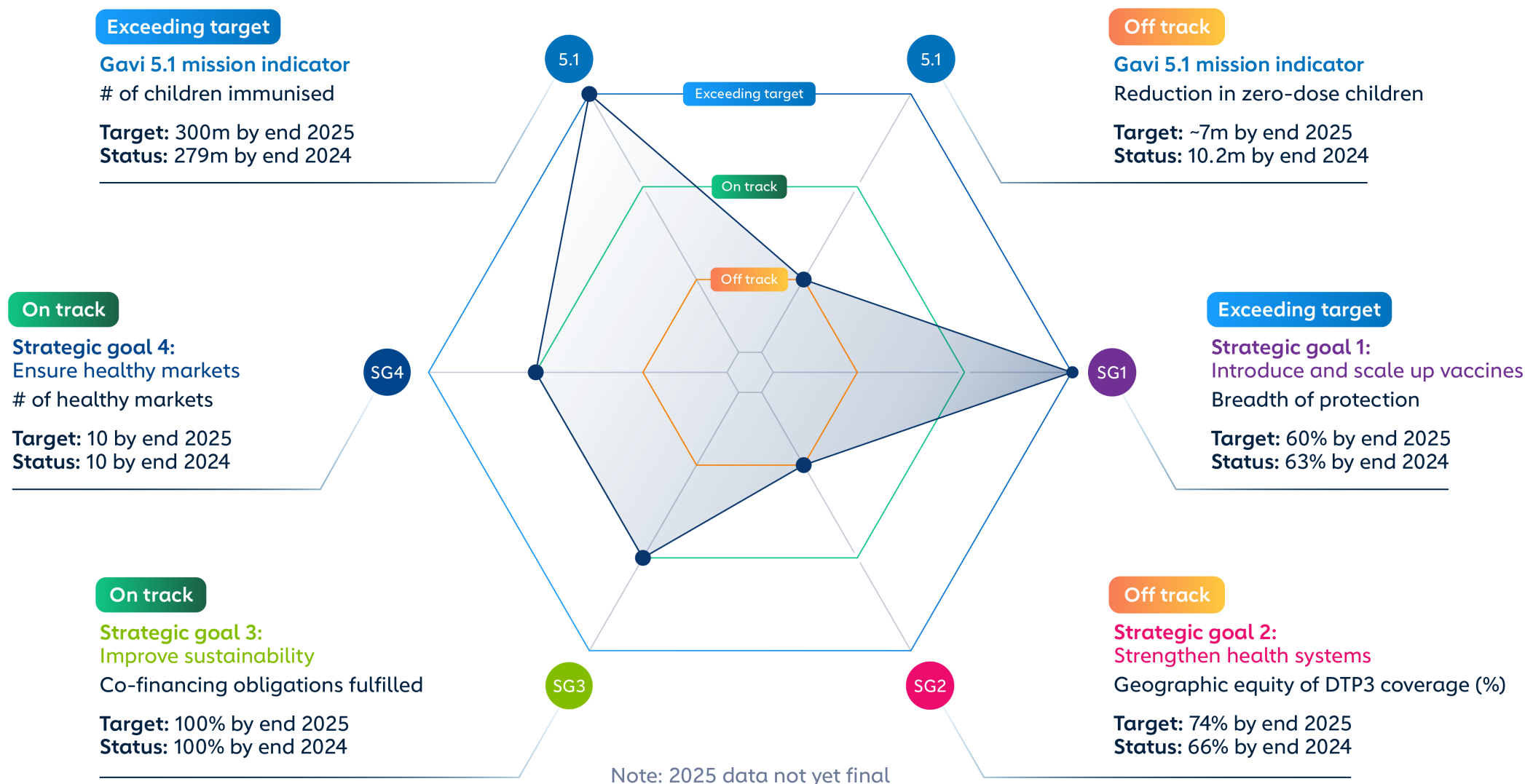


>US\$ 280bn

in economic benefits generated in the countries we support, 2008–2024



Gavi 5.0/5.1 target status: selected indicators



Balanced Scorecard | Programmatic strategic goals

Gavi 5.0 mission indicators

		Baseline	Gavi 5.1 Cumulative, 2021–2024
Unique children immunised ¹	●	N/A	>279m
Reduction in zero-dose children	●	9.2m (2019)	10.2m
Future deaths averted	●	N/A	>5.5m
Future DALYs ² averted	●	N/A	>251m
Economic benefits unlocked	●	N/A	>US\$ 73.8bn

SG1

Strategic goal 1

Introduce and scale up vaccines

		Gavi 5.1 (as of Sep. 2025)	Q2 2025
Vaccine introductions	●	91	17
• HPV vaccine	●	21	2
• Malaria vaccine	●	23	3
		Baseline 2019	2024
Breadth of protection	●	48%	63%
Timely outbreak detection ³	●	25%	4%
Measles campaign reach	●	37.3% (2021)	77%

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 intros in transitioned & never-eligible countries**	●	N/A (2022)	13 (5.1 cumulative)

SG2

Strategic goal 2

Strengthen health systems

		Baseline 2019	2024
DTP3 coverage	●	83%	82%
Geographic equity of DTP3	●	67%	66%
DTP drop-out	●	6%	6%
MCV1 coverage	●	81%	80%

SG4

Strategic goal 4

Ensure healthy markets

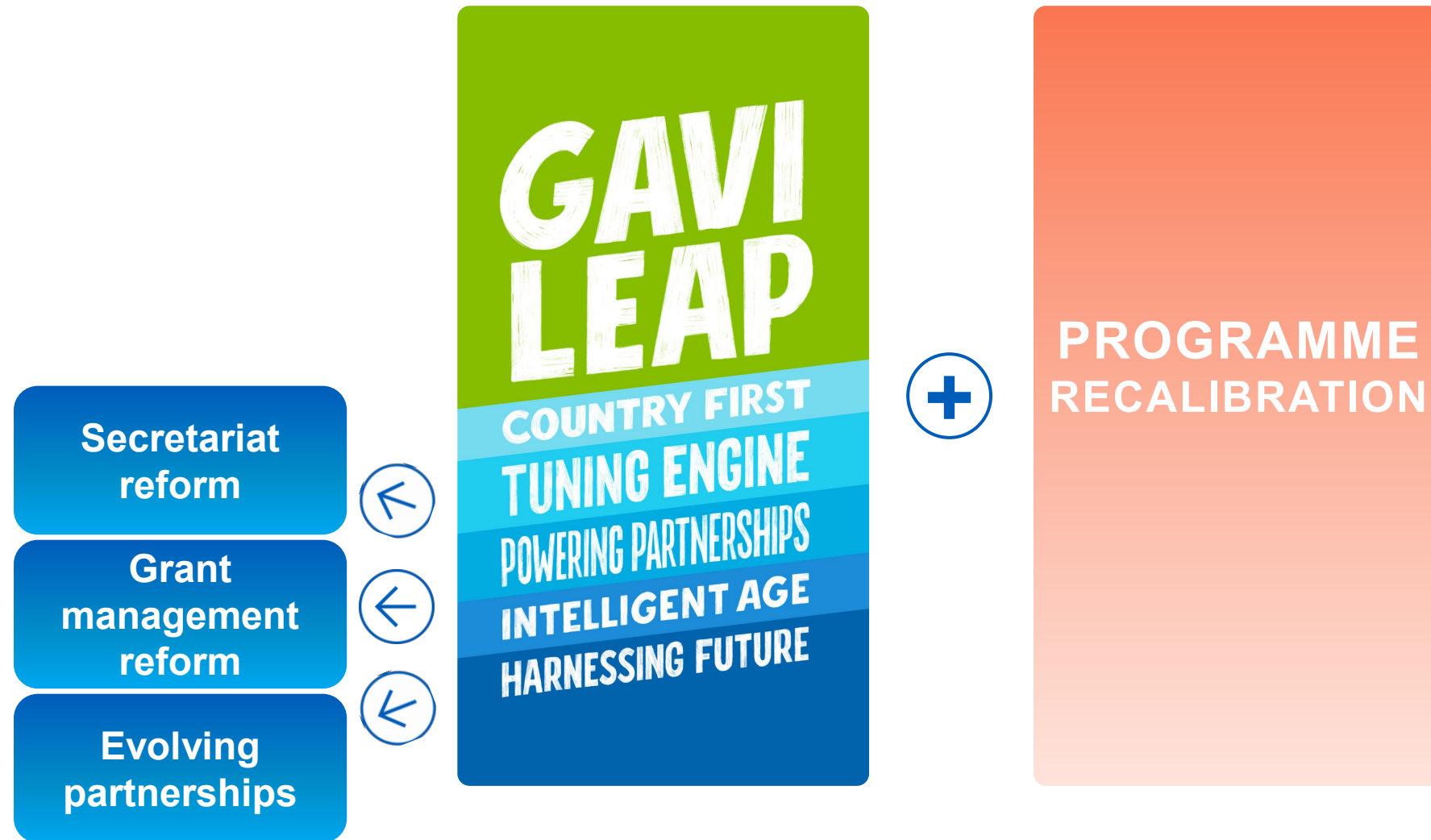
		Baseline	2024
Healthy market dynamics	●	N/A	10
Incentivise innovations	●	N/A	12
Scale up innovations	●	N/A	6

● On track ● Moderate delays/challenges ● Significant delays/challenges

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Gavi 6.0 & Gavi Leap: embracing the future

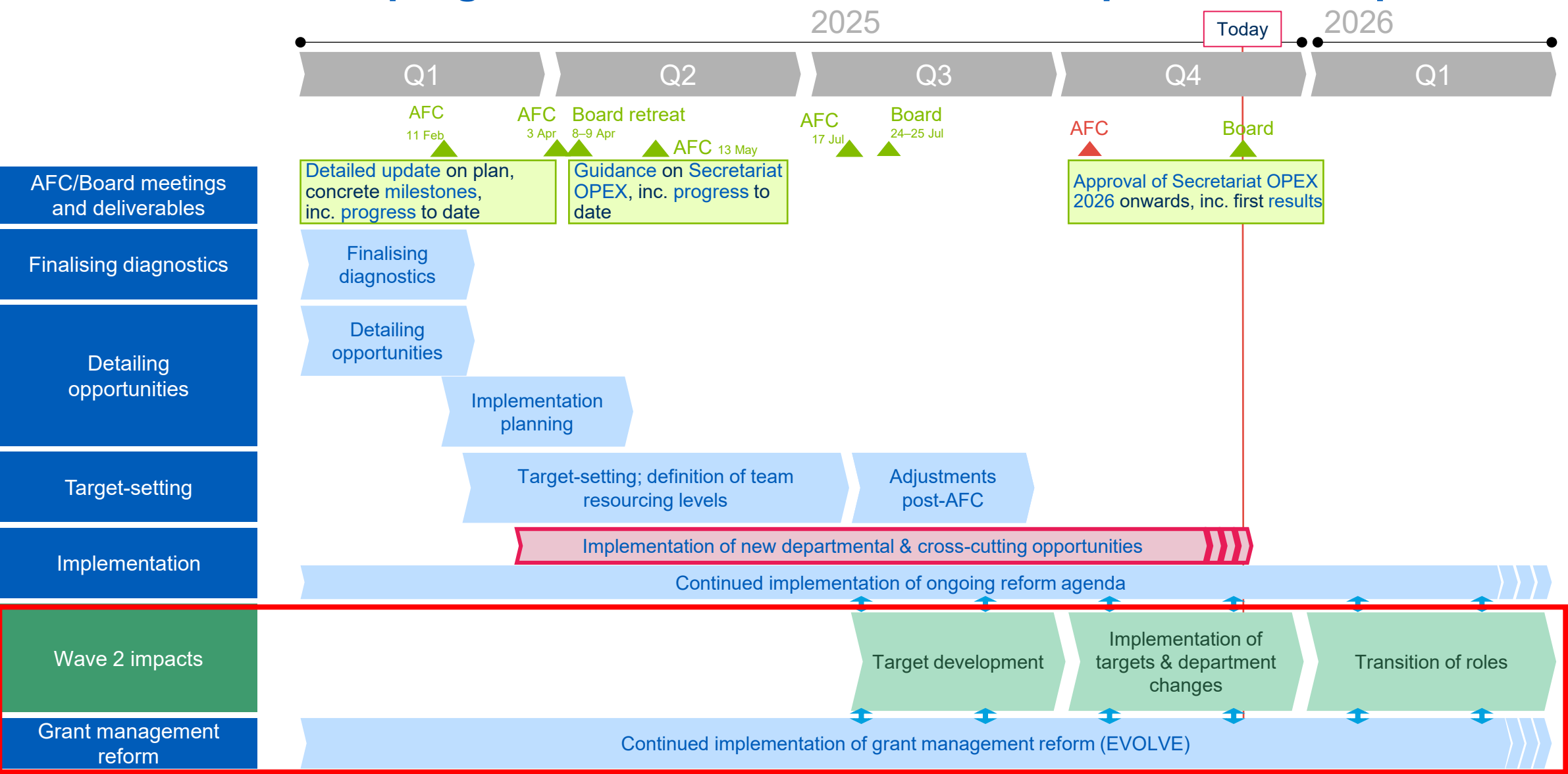
Embracing multifaceted change at Gavi



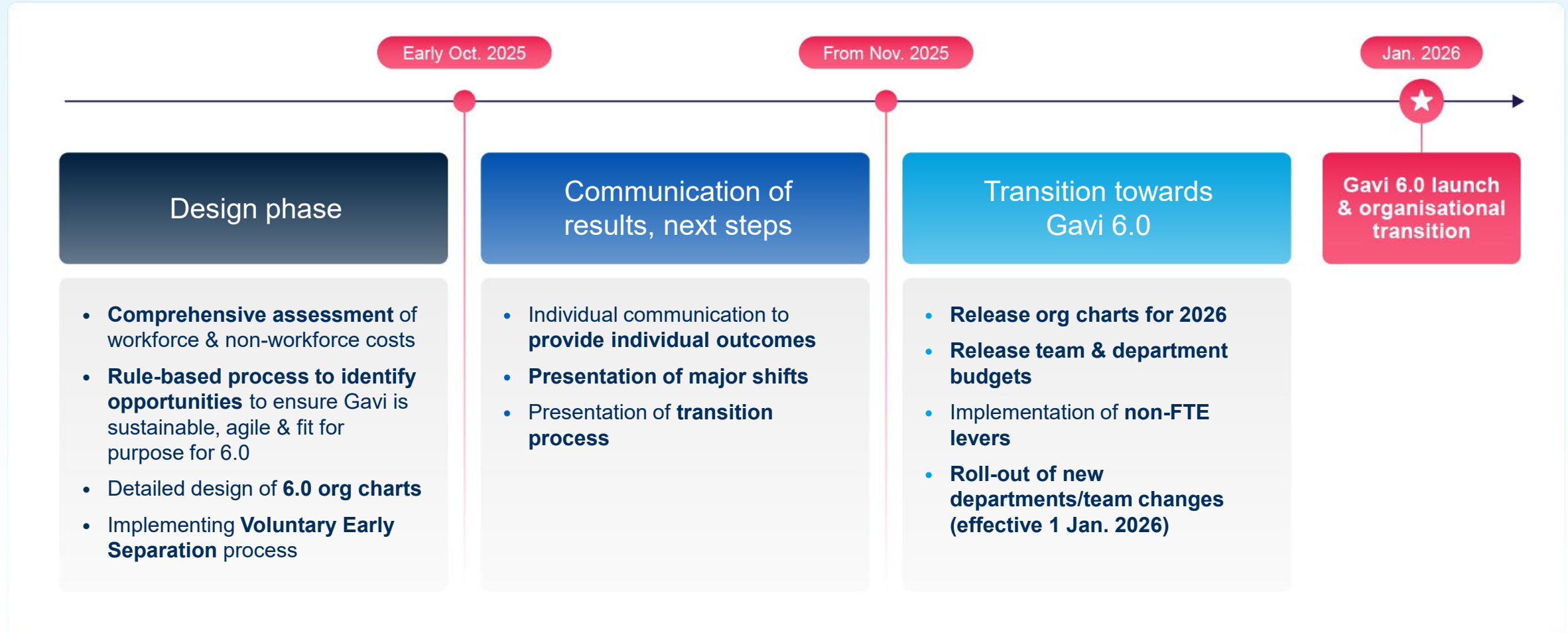
Gavi Leap changes in the Gavi Secretariat

- **Policy safeguards and changes:**
in internal management, decision-making structures to bolster checks & balances and greater accountability
- **Progress-tracking and priority-setting mechanisms:**
put in place to bolster delivery and accountability
- **Digitisation of mission-critical processes and compliance-related functions:**
for greater efficiency
- **Bolstered risk management**
- **Culture and staff wellbeing:**
initiatives initiated
- **Radical changes in Gavi Secretariat ways of working:**
Gavi 6.0 Secretariat size reduced by 32% full-time equivalent (FTE) and 40% (non-FTE)

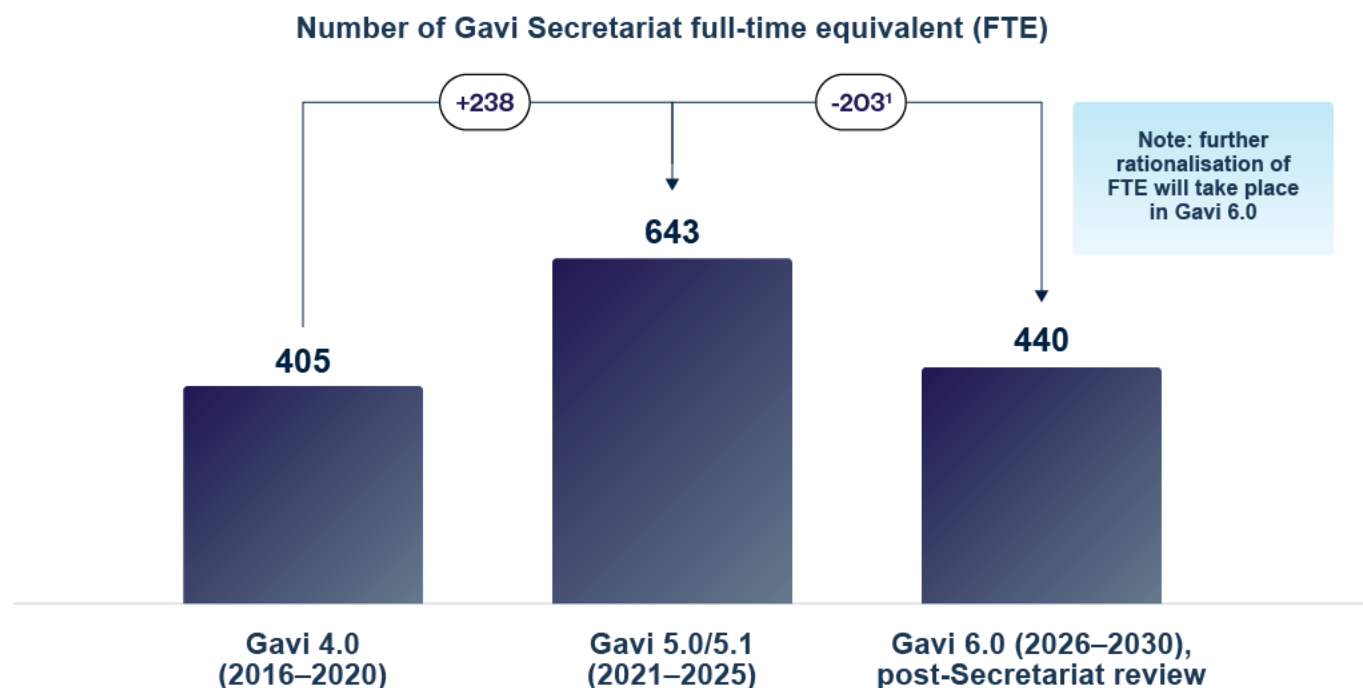
Secretariat review: progress in line with accelerated implementation plan



Secretariat review: wave 2 conversations complete; moving towards Gavi 6.0 launch



Reducing FTE by 32% brings Secretariat close to Gavi 4.0 levels; in progress: cost management, ways of working improvement



Initiatives to improve efficiency, ways of working

- Grant management reform
- Alliance roles & responsibilities review
- Global Fund collaboration
- Future location assessments
- Ongoing, continuous improvement measures

Staff reductions despite Gavi 5.0/5.1 complexity, new mandates: Middle-Income Countries (MICs) Approach, zero-dose agenda, pandemic prevention, preparedness & response (inc. new First Response Fund), malaria vaccine introductions & scale-up, HPV vaccine programme revitalisation, data protection & information security; ethics, risk & compliance function

1. Includes some roles to end in 2026/2027

Composition by gender relatively constant: headcount view



Note: Composition excluding vacant roles.

Composition by Gavi implementing country (GIC) relatively constant: headcount view



Note: Composition excluding vacant roles.

For employees, relative distribution across career steps remains stable

	2025 organisation		Post-wave 2 2026 target organisation ¹		Change 2025 vs. post-wave 2 organisation	
Career step	Total full-time equivalent (FTE)	Share of total FTE	Total FTE	Share of total FTE	Change in FTE 2025 vs. 2026+ target	% change by career step ¹
8	1		1		0	0%
7	14	3%	9	2%	-5	-36%
6	33	6%	30	7%	-3	-9%
5	76	14%	67	15%	-9	-12%
4	248	46%	198	45%	-50	-20%
3	112	21%	89	20%	-23	-21%
2	55	10%	44	10%	-11	-21%
1	5	1%	1	0%	-4	80%
Total employees	~544		~438.5		~-106	
Consultants	~98		~1		~-97	
Total	~643		~440		~-202	

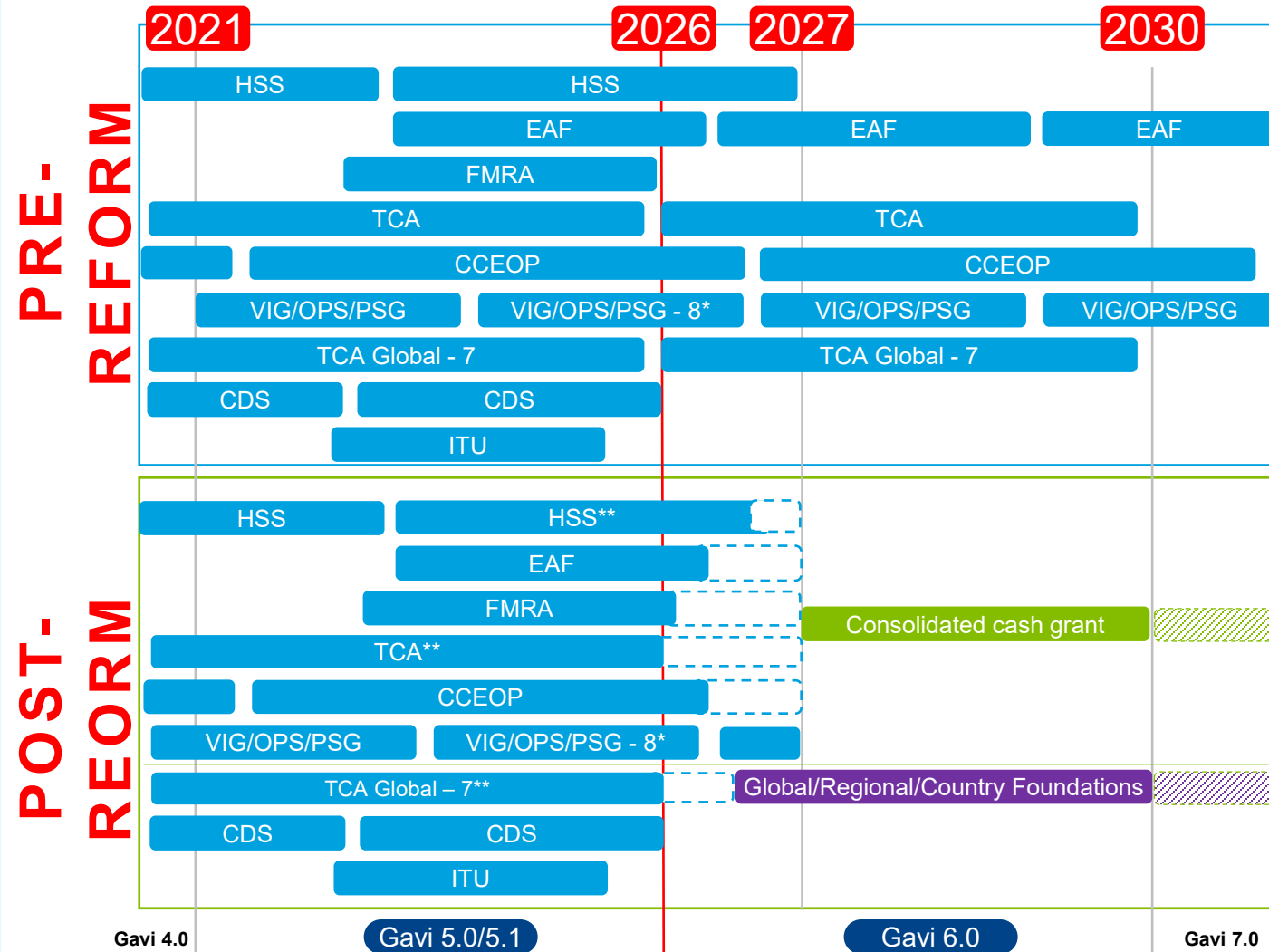
1. Several roles to be discontinued in 2026 & 2027 not included in totals. Note: Small differences due to rounding.

Gavi Leap changes in country operating model

- Countries have **more agency and decision-making** over financial resources
- Radically **simplified country operating model**: 8 grant windows consolidated into **1 application** aligned with strategic cycle; reduced burden on countries
- **Shortened grant processing time** through digitised & automated processes
- Investing in the **African Vaccine Manufacturing Accelerator (AVMA)**
- Drive to deepen synergies, explore structural options with **Global Fund to Fight AIDS, Tuberculosis and Malaria** and **Global Polio Eradication Initiative (GPEI)**; eliminate duplication within the Vaccine Alliance
- Agile, differentiated support for **fragile & humanitarian settings**
- Unlocking **sustainable financing** through **multilateral development partnerships**

Facets of Gavi's grant management reform

- Consolidation of grant windows
- End-to-end digitisation
- Safeguards in grant approval, oversight
- Radical simplification



~96% decrease in active funding levers

22

Pre-reform
of funding
levers

1

Post-reform
of funding
lever

~90% reduction in IRC reviews, from 670 (Gavi 5.0) to 1 per country (6.0)

Consolidated grant: clear start, end dates

End-to-end digitisation of grants management process

The screenshot displays the Gavi Grants Management System interface. At the top, the Gavi logo and navigation links (Home, Analytics, Guidelines) are visible. The main header shows the application name 'KHM-4-Holistic' and buttons for 'Download Application', 'Submit Application', and 'Add/Remove Application Components'. Below this, a summary bar displays key information: Application Stage (In Progress), Organization (Cambodia), Funding Opportunity (Funding Opportunity #11 2025), Start Date (01.01.2025), and End Date (31.12.2030). A red circle highlights the 'Details' tab, which is currently selected. The 'Details' tab shows a form with various fields: Application Type (Holistic), Strategic Period (GAVI Round 1 2025), Transition Status (Preparatory transition), Partnership Agreement with Gavi? (checked), and Reason for Move. To the right of these fields, a sidebar displays the Application Stage (In Progress), Start Date (01.01.2025), End Date (31.12.2030), and Date Submitted. Below the details form, a message states: 'Please refresh the page to see the data you have updated.' At the bottom, a table titled 'Application Components (2)' lists the components:

Name	Thematic Area	Start Date	End Date
KHM-4-CSUPP	Cash	05.11.2025	12.11.2029
KHM-4-MALAR-RT-SAC	Malaria Vaccine Routine	05.11.2026	18.12.2029

Find the details of the Holistic Application/Grant like its start & end date, or its status in the details Tab

Deepening collaboration across Alliance; between Gavi, Global Fund & GPEI

Alliance roles & responsibilities – in relation to Foundational Functions

Alliance collaboration

- Core partners & Secretariat jointly undertaking exercise to make best use of available resources collectively

Key questions being discussed

- Within Foundational Functions, what core activities will be essential?
- Which gaps, inefficiencies and overlaps in the Alliance are most important to address?
- What solution pathways to mitigate these?

Gavi & Global Fund to Fight AIDS, Tuberculosis and Malaria

Board-level collaboration

- Discussions requiring engagement will be brought to the Gavi Board

Joint Gavi-Global Fund taskforce

- Global Fund Executive Director & Gavi CEO jointly leading taskforce, with independent support
- Initiatives within management & Board purview across: strategy, programmes & policy; enabling functions; resource mobilisation; governance

Operational collaboration

- Ongoing workstreams: malaria, health system strengthening, country engagement

Gavi & Global Polio Eradication Initiative (GPEI)

Board-level collaboration

- Joint Gavi-GPEI Board meetings, commitments & reporting

Leadership & working group collaboration

- Joint Gavi-GPEI Leadership Team (JGLT) to guide this initiative
- Time-limited working group strengthening measles-rubella (MR)-oral polio vaccine (OPV) vaccination campaigns & integration

Operational collaboration

- Examples: nationwide, integrated MR-OPV vaccination campaigns; joint Gavi-WHO mission advancing integration; country-level meetings, Country Action Plans

Critical decisions for the Gavi Board

Critical decisions required during this Gavi Board meeting

- ❑ Scoping of selected vaccine programmes
- ❑ Country vaccine budgets (CVB): design & budget
- ❑ Fragility, emergencies and displaced populations (FED) policy
- ❑ Health systems & immunisation strengthening (HSIS) policy: floors & caps

Clarity, communication to countries required

- ✓ Grant extensions until new applications
- ✓ Timeline for single application and Independent Review Committee (IRC) review
- ✓ Indicate which vaccine programmes Gavi will continue to support
- ✓ Define guaranteed vaccines
- ✓ Define discretionary vaccines
- ✓ US\$ value of country-specific vaccine budget/country cap/floor
- ✓ US\$ value of health system strengthening (HSS) budget
- ✓ Modality of tapping into multilateral development bank (MDB) multiplier
- ✓ New financial policies (e.g. interest rate management, exchange gain, working capital target)
- ✓ Country co-financing obligations
- ✓ Unique country login credentials for digitised system
- ✓ Digital budget templates
- ✓ Customised country information portal
- ✓ Middle-Income Countries (MICs) eligibility information
- ✓ Mandatory vaccine switches
- ✓ Vaccine Portfolio Optimisation and Prioritisation (VPOP) switches
- ✓ Joint project management units (PMUs) with Global Fund
- ✓ Country Liaison officers

Thank you