

Annex A

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
1) SECRETARIAT MANAGEMENT POLICIES				
1.1 Policy repository & hygiene	• 190+ internal guidance documents • No central archive and visibility of which instrument is being used for decision making • Policy overlaps	• Operational Policy Repository has been established consolidating all internal guidance documents into one archive to bring transparency. • External assessments have been undertaken to outline gaps, and major efforts have been undertaken to revise key operational policies, in particular, to bolster checks and balances (e.g., Procurement Policy, Human Resource policy, and others outlined below in 1.2). • Policy hygiene workplan was launched to approve, sunset, merge, policies as appropriate. • “Policy on Policies” has been developed to guide the further course. • From 2024 onwards a process was established (See secretariat management Sub-group below)	• A transparent system is now in place to oversee the development and approval of secretariat operational policies; this has increased transparency and has ushered in consistency in the approach to developing and approving secretariat policies. • It also enabled clarity on which instruments are being used for decision-making, opportunities for course correction, and it reduced policy overlaps and the overall the number of internal	• Resources have been approved to move the Policy Repository into a digital tool

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		through which all secretariat management policies now undergo a transparent and rigorous process in the run up to approval .	guidance documents (previously 190+).	
1.2 Operational policy updates	In addition to the above-mentioned gaps, many policies had not been updated for many years and some had significant gaps	Key compliance related policies were prioritised and updated. - An independent review of Recruitment and Selection Policy has been completed; the policy has been updated to strengthen transparency, and to build safeguards. The Reporting, Investigation and Disciplinary Procedures (RIDP) policy has been updated to strengthen internal justice system to improve transparency, fairness and accountability in HR processes and internal justice systems. A Protection against Sexual Exploitation, Abuse and Harassment (PSEAH) policy was introduced for the first time in the organisation and is now being implemented.	- Through the overall policy review, outdated policies were updated and gaps addressed. - Implementation of revised policies is now firmly established; and any changes and new management level policies are brought to the Secretariat management group for a transparent review and approval.	Revision of the human resource performance management policy

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		• Strategic Risk and Operational Risk SOPs were developed for the first time at Gavi to track Gavi's Enterprise Risk management framework around operational and strategic risks. • Procurement policy was revised based on the recommendations of an internal audit. Per its recommendations, a Procurement committee is now functioning. In addition, the following four metrics are being regularly tracked on a monthly basis. ○ Sole source contracts ○ Best bid waivers ○ After the fact contracts ○ Closed contracts		
2) DECISION MAKING STRUCTURES				
2.1 Delegation of Authority (DOA) Policy	• The Board delegation of Authority Policy delegated equal powers to the CEO, Deputy and COO, creating an aberration with reference to responsibility and accountability	• A revised DOA, which delegated authority by the board to the CEO according to best practice, has been put in place. • Board approval has been secured.	• The new policy is being implemented with clear accountability and responsibility. • A best practice approach to DOA has been adopted, replacing	

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			previous system whereby CEO, DCEO and COO were delegated equal powers.	
2.2 Secretariat Decision-making framework	• Delegation of Signatory Authority (DOSA) is meant to delegate the CEO's signatory authority to direct reports. However, the DOSA was outdated and was not comprehensive. • Outside of DOSA, there were many decision-making and approval pathways, which were fragmented or unclear and were listed in many documents. There was no holistic decision-making framework.	• A revised Secretariat Delegation of Authority and Decision-Making (DADM) policy was established • The updated policy unifies decision-making processes, delegations of authority and approval pathways under a holistic all-embracing policy framework.	• A transparent and clear unified decision-making framework now exists, combining CEO's signatory authority to direct reports and broader decision-making and approval pathways. • This is facilitating clear, transparent, consistent and efficient decision-making balancing empowerment and accountability.	
2.3 Senior Leadership Team (SLT) subgroups	• The internal governance structure had long standing challenges in clarity and coherence.	• The internal governance structure was revamped to strengthen transparency, promote inclusion and ensure decisions were informed,	• An internal management level governance structure is fully functioning; this has	

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	• There were many internal forums and committees in addition to the Senior Leadership Team (SLT). • There was duplication and gaps in mandates. • There was no formal link of the plethora of the decision-making forums with the SLT. • Decisions on budgetary allocations and programmatic priorities outside of the annual budgeting process were not under the purview of a committee and did not benefit from collective decision making.	inclusive and aligned with organisational priorities. • Guided by an external assessment and internal reviews: 1. Executive Leadership Team and Compliance Group have been constituted as the Secretariat's senior collective decision making and stewardship body. 2. Four sub-groups of the senior leadership team have been established to strengthen internal governance framework, increase coherence and reduce fragmentation; these are now meeting according to regular cadence with agendas and minutes archived. The groups are: ○ Country Program and Policy Sub-Group ○ Resource Mobilisation Sub-Group ○ Reform and Prioritisation Sub-Group: all decisions relating to budgetary	enabled greater coherence and accountability in decision making by replacing fragmented, overlapping forums with a clear integrated internal governance structure. • Decision-making has been made consistent, inclusive, and participatory. • Decisions on budgetary allocations and programmatic priorities outside of the annual budgeting process are now linked to a dedicated committee (RPG) and benefit from collective decision-making.	

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		allocations, programmatic priorities and human resource requests outside of the annual budgeting process now benefit from collective decision making, rather than adhoc decision making. ○ Secretariat Management Sub-Group responsible for overseeing the Secretariat Operational Policies and Procedures; Management reporting; Annual secretariat budget process; cross departmental operational activities as well as internal secretariat risks and their mitigation. • The two other committees now fully functioning are: ○ The Procurement committee ○ The External Leadership Engagement Coordination Forum • Former fragmented decision-making bodies have been disbanded, merged		

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		or updated into the above-mentioned groups.		
3) PLANNING AND PRIORITY SETTING				
3.1 Annual priority setting and resource allocation	• There was a fragmented annual planning process with no systematic cross-departmental review and remediation to ensure milestones were met and issues addressed on a regular basis. • There was no single central plan or systematic approach to review new resource requests. • Priorities often emerged reactively.	• Priorities for the year have been agreed during a leadership retreat at the beginning of the year (2025 and 2026). • Priorities are now tracked through the Delivery Cascade (described below). • A systematic, new approach has been implemented to review and approve new (unbudgeted) resource requests and projects during the year in through meetings of the Reform and Prioritisation Sub-Group, which meets once a fortnight.	• An annual cross-departmental secretariat planning and prioritisation cycle has been institutionalised for the first time. • A structured approach to planning replaces the previously ad hoc, and often reactive model. • A process is now in place for transparent and systematic review of new resource requests outside of annual budget allocation strengthening accountability and improving transparency.	

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4) DELIVERY AND ACCOUNTABILITY, MONITORING AND LEARNING				
4.1 Delivery Cascade	• There was no systematic tracking of progress and milestones for initiatives, which enable progress towards goals. • There was also a lack of transparency and self-accountability for delivery and results	• The Delivery Cascade, as an ecosystem of digitised initiative milestones and indicators, dashboards, and meeting routines, was piloted for the CEO's 180-day plan and was then institutionalised as a progress tracking, delivery and accountability system for the 2025 and 2026 objectives. • A framework was designed to map and monitor key milestones, allowing effective tracking of progress and implementation, promoting transparency and self-accountability. • Monthly reviews are now held for course correction to take remedial action with respect to initiatives that are lagging behind. • An external evaluation of the Delivery Cascade was conducted in 2025 and learning ploughed in for improvement of the system for 2026. • BI and AI-powered digital tracking dashboards have been put in place.	• The Delivery Cascade is being used for progress tracking in 6.0 • Systematic tracking of milestones towards goals and targets has been achieved, enabling progress towards set goals. • This also serves as an accountability mechanism, and allows for transparency around delivery and results, institutionalised for the first time.	

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4.2 Monitoring & Learning Framework	• Fragmented evaluation and learning. • Scattered & siloed indicators and data. • Delays in data, slow reporting and ability to track progress and course correct. • Unclear accountabilities for performance targets.	• A monthly cadence of management reporting meetings, and quarterly leadership team stock takes has been put in place; these now review a subset of metrics from the various inputs. • Strategic goals were given enhanced visibility.	• A centralised approach has overcome fragmentation of learning and scattered and siloed indicators and data. • A more effective and timely reporting and tracking have been enabled with clearer accountabilities and performance targets.	• The unified Gavi 6.0 Execution Framework will be approved by the Board in July 2026. • Gavi Leap master dashboard will be deployed in 2026 Q1. • Evaluation reforms are underway, including policy revisions for 2027.
5) DIGITISATION AND AUTOMATION				
5.1 Automation & digitalisation	• Manual, fragmented processes in mission critical work of Gavi-grant making.	• A decision was taken to invest time, resources, and execution discipline to digitise i) mission critical processes; ii) processes that were compliance related; hence the following were executed in 2025:	• End-to-end digitisation of mission critical grant making functions has been achieved. • All new grants are now managed through the	• Upgrades to the reporting interfaces, and AI plug-ins are planned for 2026.

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	• Significant effort and lack of real-time visibility and transparency. • Slow grant management (on average 16-month grant processing time). • Limited data integration. • Project EVOLVE which was meant to digitise the grant making process was sunset after 3 years due to failure to deliver.	1. End-to-end automation of grant management, & contract management; the basic module of which has been fully deployed in December 2025 and is now fully functional and in use. Country portals and login credentials of countries are active. 2. Upgrades have been made to SAP to enhance and improve forecasting, budgeting and segregation of duties for better control and efficiency.	• new end-to-end digital grant making system. • Real-time visibility and transparency of all grants is now available with full data integration; this will enable reduction of grant processing time which currently stands at 16 months. • Successful completion has boosted employee pride and trust in themselves, which was critically needed after project EVOLVE's failure to deliver results with significant investments.	• Automation of the forecasting function is a 2026 priority. • Work commenced on Gavi-UNICEF data exchange (deployment of real-time data exchange for vaccine purchasing and supply chain visibility).
5.2 Data & Information Hub	• Siloed data, inefficient reporting • No central Data Hub	• A Data & Information Hub was established with first pilot use cases (e.g., financial reporting) underway. • BI and AI-powered dashboards are now in place for real-time management reporting and data visualisation.	• Central data hub established, which prevents siloing and inefficient reporting. • Data room and live dashboards enable real	• Further development of immersive data visualisation and enhanced analytical

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		Data room and AI-enabled dashboards exist and are being used for real-time management reporting and data visualisation.	time visualisation of information.	capabilities is underway.
5.3 AI & technology pilots	- Limited AI use - No systematic approach to innovation	The Internal Artificial Intelligence Policy was approved to ensure ethical, transparent, and equity-driven application of AI tools within the secretariat. Infrastructure investments have been made to facilitate access. - We are now leveraging AI for internal operations, e.g., meeting supports, reporting and analysis. - AI has been integrated in the grant management digital system. AI@Gavi strategy was kicked-off; pilots for grant application, analytics, country microplanning, supply chain optimisation underway.	AI has been fully deployed for secretariat functioning.	Priorities for 2026 include full-scale AI and blockchain adoption for immunisation outcomes; and scaling up and expansion of successful pilots after feasibility and impact assessment for improving coverage and campaign outcomes.

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6) RISK MANAGEMENT AND COMPLIANCE				
6.1 Risk management	• Weak risk management • Fragmented compliance	• An updated Risk Policy has been adopted to strengthen Gavi's approach to risk management, incl. clearer governance, accountability, and integration of risk considerations into decision-making processes. • Treasury-related risk management capacity has been significantly bolstered.	• Overarching policy framework has replaced ad hoc structure. • Policies were updated and brought into line with international best practice. • Strategic and operational risk management has been institutionalised • 190 internal guidance documents have been streamlined. Previous policy gaps have been filled. • Risk management has been strengthened.	• Continued refinement of Risk Appetite Statement to reflect evolving operating environment. • Holistic risk management framework is being developed to integrate financial, operational, programmatic, and reputational risks under one governance structure.
6.2 Protection against Sexual Exploitation, Abuse and	• Gavi's PSEAH-related policies and procedures were scattered across various policy statements	• Gavi's PSEAH policy was introduced in 2024 to protect children and adults against Sexual exploitation, Abuse and Harassment	• Implementation of overarching PSEAH policy and strategy and annual workplan is underway.	

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Harassment (PSEAH)	An Audit review in 2023 flagged the need for over-arching policy and framework	Helping to ensure effective implementation of the ERC Charter as well as Gavi's PSEAH Strategy (2023) and annual work plan		
6.3 Gavi Speak Up	- Previously Whistleblower policy in place - Broader Speak-up safety guidance missing	- An updated Speak Up Policy has been in place. - A "Speak Up" campaign was conducted, encouraging reporting, of suspected misconduct that may threaten the operation or governance of Gavi without fear of retaliatory action; helping Gavi to effectively address such misconduct, manage risks and uphold standards of good governance	Implementation of speak up policy is underway.	
6.4 Procurement & contract management	- Fragmented, slow, inconsistent controls - No procurement committee in place - Audit highlighted significant gaps	Procurement policy has been revised based on the recommendations of the internal audit department. A Procurement committee is now functioning, as per its recommendations. In addition, the following four metrics are tracked once a month by manager: Sole source	- A much more robust and transparent procurement system is now functioning with consistent and central controls, gaps previously highlighted in an audit were addressed. - A validation of the procurement systems	Integration with SAP and other systems is planned for 2026.

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		contracts; Best bid waivers; After the fact contracts; Closed contracts. • Automation of contract management (including through Zycus, PartnerLink) has been enabled, ensuring fully integrated and more automated end-to-end procurement process. • Enhanced controls through real-time reporting, facilitating robust decision-making.	improvements is planned for Q1 2026 and report will be shared with the AFC.	
7) CULTURE				
7.1 Staff engagement & wellbeing	• Low morale, burnout • Lack of psychological safety • Missing support structures	• BE WELL-initiative was launched to support analysis around staff wellbeing and burnout. • Staff Counsellor and Ombudsperson were hired to support staff independently and confidentially. • Regular meetings with Staff Council were conducted to consider feedback when updating policies and taking remedial actions.	• Staff support structures are now in place to help in case of low staff morale, or high stress environments • Leadership accountability is enhanced through training. • Many measures taken to promote transparency and to address lack of psychological safety.	• Broader Culture change/ wellbeing initiatives to be implemented as championed by HR, Staff Counsellor and Be well initiative. • Continued cultural transformation;

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				• Staff Engagement Group to be implemented; • Next Gavi People survey to be launched in 2026 • Salary scale transparency to be implemented as demanded by staff • Revised performance management system to be put in place.
7.2 Reporting, Investigation, and Disciplinary 7.3	• Internal justice processes perceived as unclear and fragmented • Low psychological safety and reluctance to speak up	• RIDPs formalised and communicated, with additional safeguards (ombudsperson, staff counsellor, independent reviews) to ensure fairness and transparency.	• The new, less fragmented internal justice/ reporting systems are now in place.	• Continued work to align RIDPs with updated HR policies and governance reforms under Gavi 6.0.

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Procedures (RIDP)				
7.4 Consultants issue	• Consultant contract uncertainty. More than a third of the workforce was working as a consultant with resulting disenchantment • Uncertainty due to continued organisational changes	• As part of the Secretariat review and resizing, the consultant issue has been resolved, with consultants either having been recruited on staff positions, or contracts coming to an end. • New contractor SOPs have been put in place to avoid 'misuse of consultant contracts' have been put in place.	• Uncertainty faced by consultants (more than 1/3 of Gavi's workforce in 2025) had resulted in significant disenchantment; this has now been resolved.	
7.5 Gender equity & women's empowerment	• Limited tracking of gender metrics	• Metrics with data disaggregated by gender have been put in place, and are reviewed by the Secretariat Management Group on a monthly basis; • Engagement with Gender Technical Working Group was emphasised; • PSEAH policy has been updated and trainings across the organisation are enforced and conducted.	• Monthly monitoring of gender metrics has been enabled based on which remedial actions can be taken.	• Review of gender policy roadmap. • Advocacy for health worker remuneration. • Further actions based on gender metrics and staff engagement.

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				Expanded support for women in Secretariat and countries.
8) SECRETARIAT REVIEW AND RESIZING				
8.1 Workforce-related costs and organisational design	- Significant growth in FTE during 5.0/5.1: there was a 75% growth in the Secretariat in 5.1 compared to 4.0. Staff hired and teams established during COVID-19 were not fully sunsetted. - Duplications and fragmentations of tasks - Resources and structure not fully appropriate for Gavi 6.0	Secretariat review for resourcing was initiated and completed in 2025, including: - An independent review as part of the above process - Detailed department-level planning and validation of all roles; - A transparent and rule-based approach to the overall review New organisational structure and several structural changes have been implemented to improve efficiency, institutionalise single points of accountability, reduce fragmentation and duplication. Many departments and functions have been merged and outsourcing has been adopted at scale.	- Secretariat review outcomes have been implemented; - This has helped to reverse the significant 75% growth of the Secretariat during 5.0/5.1, compared to 4.0, due to staff hired and teams established during the Covid-19 pandemic that were not fully sunsetted. - As a result FTE costs have decreased by 33% Reducing FTE from 642 in 2025 to 440 post outcome of Secretariat review,	Continued monitoring of workforce related costs has been institutionalised.

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			• Resources and structure now fully appropriate for current strategy period. • Duplications and fragmentation of tasks have been eliminated.	
8.2 Non-workforce related costs	• Inefficiencies and high secretariat operating costs	• An Independent review was conducted. • Austerity measures have been put in place, and substantial reduction levers of Non-workforce costs were identified and committed for 2026 onwards across all cost categories.	• 40% reduction in non-workforce related operating expenditure, has been enabled creating efficiencies in secretariat operating costs.	• Full implementation and continued monitoring of non-workforce related costs.
9) GRANT MANAGEMENT				
9.1 Grant management structure	• Fragmented grant-making functions within Gavi across 3 departments • No single point of accountability	• The Department of Grant Management has been established. • Chief Grant Management Officer has been recruited to lead department and grants management reform.	• GMD established in 2025; all positions will be hired and filled by April 2026. • A single point of accountability has been established without fragmentation across 3 departments (as it was previously).	• Strengthening country teams with rollout of grants management training (certified)

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			• Senior leadership retreat was conducted in Dec 2025 to establish team charter, values, ways of working and align on 2025 goals.	• Unifying resources at country level • Training on Gavi 6.0 and readying staff for transition • Further decentralisation of roles closer to countries
9.2 One country application and One Cash Grant: Grant management (consolidation of multiple grant application windows into 1, and alignment of	• Multiple grant applications (660+ applications reviewed in 5.0), and multiple grant application windows • High transaction costs for countries, Alliance partners, and Country Teams within the Secretariat • Misalignment of grant cycles and strategy cycles	• Reform (involving several management and board level decisions) to consolidate 8 grant application windows into 1 and alignment of the Gavi grant cycle with Gavi's 5-year strategy cycle has been achieved. • Consolidation of multiple cash grants into one budget • Every country will be transitioned either to one single application (60% of Gavi countries) or consolidated/ reprogrammed grant (40% of	• Single consolidated grant window will reduce administrative burden and transaction costs for countries and will significantly ease operations within the Secretariat. • One cash grant will bolster country ownership and facilitate integration	•

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grant cycles with strategy cycles)		countries); country mapping has been done and workplans have been developed. • The tools and processes to enable new applications have been developed (application toolkit designed for consolidating funding with 1 narrative, 1 budget and 1 grant accountability framework, budget templates etc.). • Roll-out of the reform and change management has commenced through briefing series and other communication channels. • Country letters have been sent to all Gavi countries explaining these shifts • Country workshops have been held and consolidated programme guidelines have been issued with a finder tool to enable tailoring of guidelines to a country context. • Extensions granted in 2025 to countries and to Alliance and CSO partners and funds have been disbursed to ensure continuation of	• ~90% reduction of IRC reviews in 5.0, from 660+ to 1 per country in 6.0 • As a result of this in the 6.0 strategy cycle in comparison with 5.1 the number of applications and the number of contracts will reduce significantly due to streamlining. • Teams will no longer have to be in endless application processing mode and will have time for implementation oversight and monitoring. • Alignment of grant cycles and strategy cycles will prevent fragmentation and will facilitate accounting closures and streamline reporting.	

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		the programmes until the single application / reprogramming fully materialises.		
9.3 Once Vaccine Budget: Country vaccine budgets	• Gavi operated its grant making system on a first come first serve basis, which resulted in periodic overshooting of the forecast, and in a resource constrained environment would result in major intercountry inequities	• Under Gavi 6.0 Country vaccine budgets have been introduced to ensure predictability for countries, and inter-country equity in a funding constraint environment, and to give countries choice.	• Vaccine budgets were approved in 2026, moving towards greater predictability and decision-making agency for countries in a funding constraint environment, to help stop previous first come first serve approach, and periodic overshooting of forecasts.	• Policy implementation in 2026.
9.4 Revamped Technical Assistance with Country-Led Prioritisation and Accountability	• Technical assistance was fragmented across multiple channels, with limited standardisation and oversight. • PEF (Partner Engagement Framework) technical assistance lacked clear role identification across global, regional, and country levels.	• Board approval; Technical assistance revamped and centralised through the Foundations Fund, with clear structure across: ○ Global and Regional support ○ Country-level support ○ Solutions-based support • Comprehensive mapping of global and regional foundations has been conducted, aligned to Partnership	• A new funding architecture is now in place to fund technical assistance. There is an integrated mechanism to process requests transparently and with clearer performance and accountability outcomes. • Rather than ad hoc requests and fragmented	• Design of solutions fund and launched by Q3 2026.

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	• Limited accountability mechanisms to track performance, outcomes, and course correction needs. • Country-level technical assistance was broad and diffuse, with partner support not consistently aligned to core immunisation functions. • Countries had no choice to choose their technical assistance partners, in conflict with the Lusaka agenda principles. • Additional technical assistance needs were handled ad hoc, with limited integration into country cash budgeting.	Accountability Framework indicators, this now enables: ○ Greater accountability ○ Performance tracking of achievers • Timely identification of course correction needs is now possible. • Country foundations are now focusing partner support on five key immunisation functions, ensuring strategic alignment and impact. • Other technical assistance needs are addressed at country discretion and funded through the country cash budget, with improved transparency and planning.	approvals the process has been streamlined. • Indicators have been approved by the Board in December 2025; • The global and regional level support deployed. And applications of WHO, Unicef have been received within the and are under review with approval by mid May. • Countries empowered to assess their technical assistance needs and prioritise partners; this has been communicated to countries through country letters.	
9.5 One Grants Management System:	• Manual systems with 70% of functions outside of any system	• Digitisation of end-to-end grants management system with country, partner and secretariat portals was completed in December 2025.	• End-to-end digitisation of the grant management system was completed in December 2025; this	• AI enablement is being institutionalised across all grants

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Digitisation of the Grant management system	• Slow • Error-prone and high-risk processes lacked standardisation • No view of end-to-end grants forcing each Senior country manager to create their own tracking tools and mechanisms.	• AI has been integrated for greater speed in compliance checks Automation of grant management (IT projects, digitisation).	replaces the previous 'system' where 70% of the processes were outside of the digital landscape; this has obviated the need for Senior Country Managers to create their own tools; and it will standardise high risk processes and hedge against errors. • AI tools are being developed for use with the system including reading of the funding guidelines (for country specific details), compliance checks of applications and assistance with IRC report writing.	functions (applications development, compliance checks, report generation). • Integration with other Secretariat systems (SAP, Zycus) is progressing. • Trainings for Secretariat, Alliance and country staff are being rolled-out.
9.6 Strengthening Partner Accountability	• Grant agreements lacked robust and standardised terms and conditions, with inconsistent flow-down of	• In the Board approved partnerships update, accountability of partners has been mentioned with the need to update the grant agreement.	• Grant agreement terms and conditions updated across key Secretariat inputs: Finance, A&I,	Hope to achieve the following with the grant

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Through Grant Agreement Updates	key donor requirements (e.g. PSEAH and related compliance obligations). • Limited contractual provisions to ensure partner accountability, monitoring, and defined escalation pathways. • Partner disbursements are made in large tranches, with: ○ No treatment or recovery of interest earned ○ No foreign exchange (FX) policy to ensure gains are reinvested into programmes • Sanctioned countries and audit and investigations not addressed.	• Grant negotiations have started	ERCO, Communications, Programmes and grant agreement negotiations underway with hopeful conclusion by April 2026.	negotiations by end of Q1 2026: • Grant agreements are strengthened and standardised, ensuring all key donor requirements (including PSEAH and restrictive measures policies and other compliance obligations) are clearly flowed down to partners. • Partner contracts include explicit

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	Other weaknesses identified across Gavi Secretariat operations.			clauses that define: - Accountability and performance expectations - Monitoring and reporting requirements - Clear escalation and remediation pathways - Disbursement and financial management arrangements are revised and negotiated to: - Improve tranche structuring - Address treatment of

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				interest and FX exchange gains ○ Ensure financial gains are returned to and reinvested in programme delivery, where appropriate ● Sanctioned countries and audit and investigations are addressed.
9.7 Grant approval & oversight: strengthening the system including conflict of	● Ad hoc and largely offline grant operationalisation processes ● Unclear and inconsistently applied risk management framework	● CEO-mandated directive to integrate all grants into the IRC / GO Group process has been put in place ● IRC conflict of interest practices have been strengthened and standardised. Mandatory, robust COI	● All funding is now mandated to flow through GMD in one of the two review processes – IRC or Go Group as of January 2026.	● Continued Rollout of GO Group for high-value/ high-risk grants ● Full institutionalisation

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interest management	• IRC issues were required to be resolved prior to triggering large-scale disbursements, and this was pursued in earnest • However, issues resolution occurred in a vacuum, with SCM working bilaterally across the organisation • Director-level approvals were granted following this process, resulting in no effective segregation of duties • No structured, collective forum to validate whether IRC concerns were adequately resolved before disbursements • Private sector grants progressed outside the IRC and GO Group governance framework	• declarations are required now and reviewed before each IRC session. • Overall COI risk management has been significantly strengthened through clear controls, validation, and escalation mechanisms. Enhanced due diligence checks are implemented in collaboration with the Procurement team to confirm that IRC members are not concurrently contracted by Gavi for programming work. • GO Group has been established as a new entity; after a successful pilot, it is now fully institutionalised and comprises of senior organisational leadership incl. risk colleagues. ○ Foster greater transparency, accountability, and discipline ○ Ensure quality, implementation-ready grants ○ Clear segregation of duties, with issue resolution, risk assessment, and approval separated and documented	• This has eliminated many ad hoc and largely offline grant operationalisation processes; risk management is now consistently applied. • Previously IRC issue resolution occurred in a vacuum, with SCM working bilaterally across the organisation before disbursements could be triggered; Director-level approvals were granted following this process, resulting in no effective segregation of duties; there was a lack of a structured forum; private sector grants progressed outside the IRC and GO Group governance framework; all of these issues have now been obviated	• n of private sector grants review by IRC and GO Group • The IRC works jointly with Governance and ERCO teams to: ○ Deliver targeted training to IRC members on COI expectations and obligations ○ Reinforce understanding of actual, potential, and perceived conflicts • Hiring of new Chair in a robust and transparent

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			• Strengthened IRC conflict of interest by engaging deliberately and regularly with Governance and Ethics, Review and Compliance leaders and teams and with the procurement department who help to cross reference any applications to see if there are links to IRC members. We have found a few and asked 4 members to step down in the last 6 months (including both IRC deputy Chairs) given their perceived COI. • Updating mandatory COI declarations to ensure alignment with Governance systems and process for other governance bodies and	process to bring us the talent needed to lead our application review into 6.0 and into new ways of doing business with AI and other time-saving means

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			with oversight from ERCO. • Training of IRC members by ERCO and governance scheduled to take place in April – first ever collaboration with these oversight bodies.	
9.8 Structured Change Management to Support Grants Reform	• Change management and communications not treated as dedicated discipline, creating increased operational and delivery risk. • Risks particularly elevated during transition to a new strategy, including grants reform. • Communications inconsistent and fragmented across the Secretariat, partners, and countries.	• Change management and communications has been established as a dedicated, structured discipline supporting strategy transition and grants reform. • Engagement is now delivered through multiple communication channels with clear, consistent, and uniform messaging on the grants reform rollout.	• Change Management and communications on GMR and 6.0 roll-out has moved to GMD given the grant reform has moved from conceptual to action and thus is seated with the dept driving the reform. • This allows for central, dedicated handling of all change communications, reducing operational and delivery risk through more aligned, and consistent messaging.	• In progress: A focused change and communications plan is implemented, covering three stakeholder levels: ○ Secretariat ○ Partners ○ Countries

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
			• Change management and communications plan has been presented to CPPG and approved; ⁱ	
9.9 Strengthening Gavi Country Team Support Across the Project Lifecycle	• Country team support is limited and fragmented, focused primarily on: ○ SAP systems support ○ Contracting support ○ Support for PEF-funded technical assistance • Support is provided in functional silos, rather than across the full grant or project lifecycle. • The siloed model results in inconsistent workloads, with staff either: ○ Overstretched during peak periods, or	• Planning for 2026 Q1 execution is underway	• Country teams identified as key stakeholders in change management and communications • Weekly office hours and regular CDD allteam engagements take place to address reform questions • Two week workshops by segment to review country letter content and Gavi 6.0 themes, including country specific data	• In progress: Country team support is redesigned to provide end-to-end project lifecycle support, covering: Application development, Contracting, Implementation monitoring, Reprogramming, Audit, Grant or project close-out, • Staff roles and responsibilities are restructured to optimise

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
	○ Underutilised during low-demand periods ○ End-to-end visibility and accountability across project stages is limited.			delivery, moving away from a siloed functional model. ● The new operating model enables: More consistent workload distribution; improved continuity of support for countries and partners; clear accountability across the full lifecycle; overall efficiency, quality, and responsiveness of country support are strengthened.

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
9.10 Strengthening and Standardisation of the Funding Review and Approval Process	• Funding application review process not uniform. • Applications reviewed through multiple inconsistent pathways, including: ○ IRC review ○ Ad hoc internal reviews ○ Direct Chief approval • Internal check at Director and Head level to confirm that IRC issues or conditions were resolved before issuance of disbursement letter authorising funding was in place, however, no committee review. • No formal internal check to confirm that IRC issues or conditions were resolved before issuance	• Clear segregation of duties established across review, approval, and disbursement authorisation • Funding applications mapped and categorised across departments and funding sources, including: ○ Cash ○ Vaccine grants ○ Foundation funds ○ Private sector funds ○ MICs • Mandatory internal control check further enhanced through in committee review ensuring all IRC comments and issues are fully resolved before the disbursement letter is issued. • Standardised review process has been implemented: ○ All applicable funding will undergo IRC review and GO Group review; this has significantly bolstered transparency.	• Updated decision-making framework incorporates GMD in the segregation of duties • A&I and legal mapped all funding applications across the Secretariat and have consolidated these in the DADM ensuring an independent review by the IRC or GoGroup (as appropriate) for every funding opportunity in Gavi. • Uniform application review process in place, and previously inconsistent pathways and ad hoc internal reviews and approvals have been eliminated. • In addition, there is now a formal internal check to confirm IRC issues or conditions have been	• Continue to implement and refine the reform based on evidence.

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
	of the disbursement letter authorising funding.	Certain funding categories may be subject to GO Group review only, based on predefined criteria	resolved before issuance of the disbursement letter authorising funding;	
10) PARTNERSHIPS				
10.1 Partnerships	- Work around partnerships to exploit synergy did not receive the level of attention it deserved. The approach was ad hoc, duplicative, or competitive partnerships; - Limited joint action in fragile settings	- Under the Gavi Leap, Partnerships were flagged as one of the five important pillars of reform, with an emphasis on three areas Global Fund: a joint policy was developed on “merging operations at the last mile”, which the Global Fund did not agree to. Subsequently, an agreement was reached to establish a Task Force jointly led by CEO Gavi and ED, TGF with independent support. Several task force meetings have been held and updates have been given to respective boards. There is ongoing operational collaboration for Malaria, health system strengthening and country engagement GAVI-GPEI-EPI: Joint Gavi GPEI Board meetings have been conducted and a joint Gavi-Alliance-GPEI	- Synergies across various partnerships have been identified through joint action - Conclusion of the Gavi-TGF Task force with recommendations and clear next steps outlined. - Actions taken based on the recommendations of the Alliance R&R external evaluation. - Board approved Fragile and Humanitarian approach is now functioning	- Deepening collaboration with CEPI, iMCM-Net, and regional partners; - Full alignment/ simplification with global health organisations; - New norms for multi-stakeholder engagement in emergencies. - Across partnerships: Implementation

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
		Leadership team was put in place, Operational collaboration is underway. • Alliance R&R: a steering committee was constituted under the stewardship of the AFC chair to get alignment on the Alliance Roles and responsibilities, in view of resources limitations. The committee was supported by an external consulting firm the committee has concluded its work and actions have been taken based on recommendations of the independent party • Board-approved Fragility and Humanitarian approach, mandating: ○ Increased engagement with humanitarian clusters and country & global levels ○ Deeper collaboration with humanitarian partners • Multiple MOUs were signed with various multilateral development banks to initiate work on the MDB multiplier initiative, to increase		of suggested changes.

Topic / Sub-topic	How was it before the change	Reforms already implemented	Results achieved	Next steps
		resources for health systems at the country level.		
11) Global health architecture				
11.1 Gavi Leap	No concrete example of how an international agency is pivoting based on the new global health and development environment	The Gavi Leap reform was established based on which wide ranging changes in the country operating model have been institutionalised.	Gavi is playing an active role in promoting a global health leap, based on the principles of the Gavi Leap, and is one of the first international agencies to pivot based on the new global health and development environment	Continuing to showcase the Gavi Leap as a model for a Global Health Leap

ⁱ Detailed level coming back to CPPG for approval in March, however rollout of the plan is underway with key communications channels to secretariat, alliance partners and country engaged. Examples include: 1) Alliance briefing series, 2) WHO WR meeting briefing series, 3) weekly meetings with key alliance members, 4) Virtual APPT meeting in March focusing on GMR, 5) Message in a Box launched which is a simplified presentation with talking points for alliance and secretariat to use when engaging with country, 6) country and alliance briefing series on foundations fund in 2025, 7) Need to Know monthly newsletter with global stakeholder readership re-launching in March, 8) Video-taping key briefing series in English and French and making these accessible on webpage, 9) inclusion of EPI in programme guidance review and input.