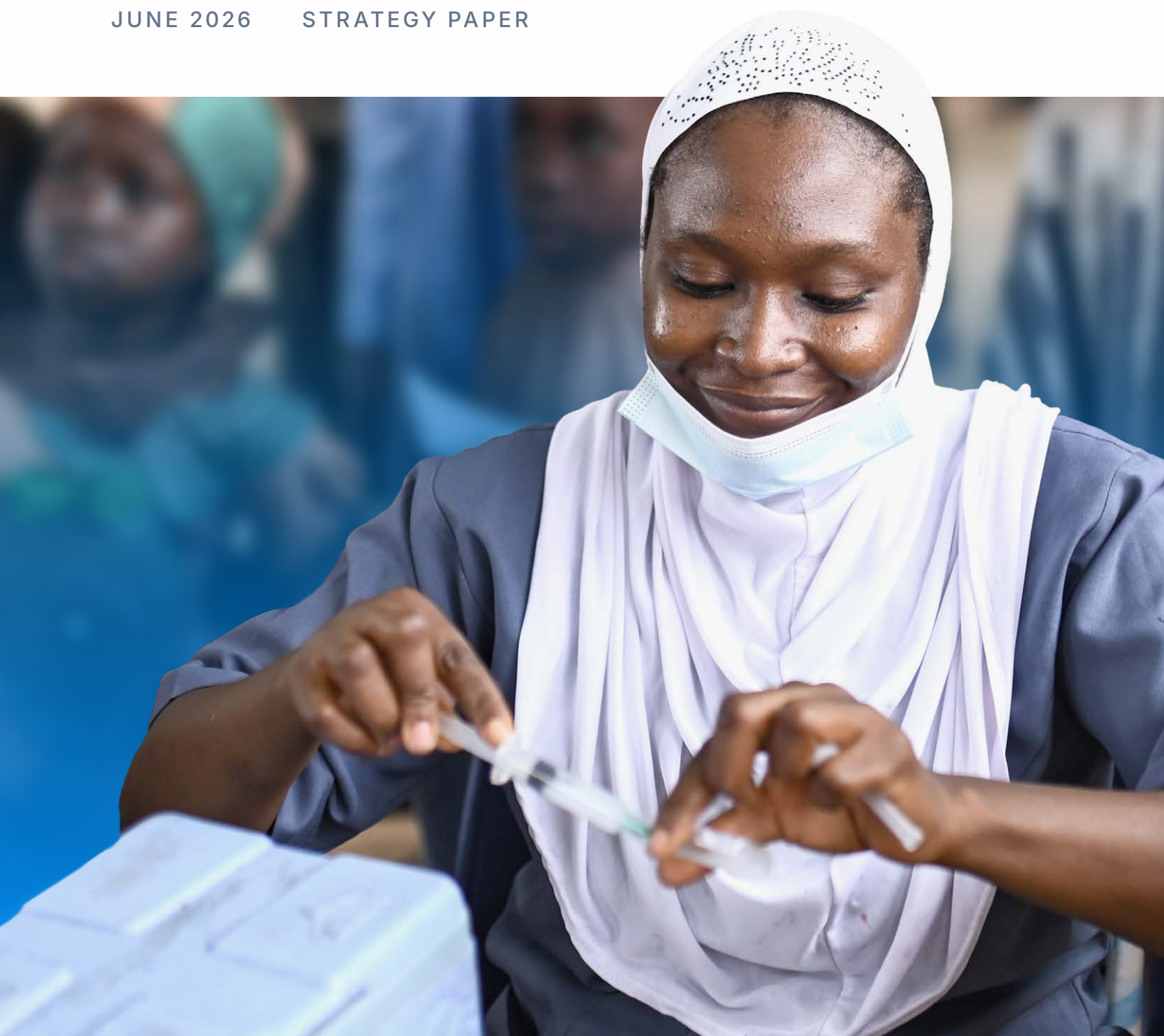


Gavi 6.0 immunisation Supply Chain strategy (2026–2030)

JUNE 2026 STRATEGY PAPER



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Cover image: A health worker prepares to administer yellow fever vaccine to a child at the Duhuma Health Post, Andaza ward, Jigawa State. Credit: Gavi/2023/Nr Dambali

Abbreviations

CCE	Cold Chain Equipment
cIP	Continuous Improvement Plan
DRIVE	Delivery and Resilience Initiative for Vaccine Equity
eLMIS	Electronic Logistics Management Information System
EVM	Effective Vaccine Management
EVMA	Effective Vaccine Management Assessment
FSP	Forecasting and Supply Planning
GHI	Global Health Institutions
HFSE	Health Facility Solar Electrification
HRH	Human Resources for Health
iSC	Immunisation Supply Chain
KPIs	Key Performance Indicators
MEL	Monitoring, Evaluation, and Learning
NLWG	National Logistics Working Group
PHC	Primary Health Care
RTMD	Remote Temperature Monitoring Devices
SCANIT	Supply Chain Analysis and Intelligence Tool
SCIP	Supply Chain Continuous Improvement Plans
STEP	Strategic Training Executive Programme
TSS	Target Software Standards

01 Introduction

The Gavi 6.0 immunisation Supply Chain (iSC) strategy plays a vital role in advancing the Alliance’s overarching goal of increasing the equity and sustainability of immunisation.

The iSC strategy is embedded within the Gavi Health Systems Strategy, which outlines how the Alliance will support countries in overcoming persistent barriers to immunisation through targeted investments across six technical pillars. These pillars represent areas where Gavi’s support acts as a strong catalyst, enabling countries to deliver immunisation services more equitably, sustainably, and effectively. The strategy is aligned with the [Gavi Leap](#), the Alliance’s transformation agenda that streamlines operations and reinforces country ownership through simplified processes, consolidated funding, and integrated planning.

The Health Systems Strategy introduces a new theory of change, identifying six priority outcomes and a set of persistent challenges that must be addressed to achieve the strategic goals of Gavi 6.0 (2026–2030). It aims to strengthen health systems through a primary health care (PHC) approach, with a differentiated, context-specific investment tailored to each country’s needs. Supply chain is one of the six core pillars of the strategy, contributing directly to two outcomes: improved stock availability of vaccines and increased availability and functionality of cold chain.

Building on the foundation laid during Gavi’s 2021–2025 strategic period (Gavi 5.0/5.1), the Gavi iSC strategy incorporates lessons learned and addresses emerging priorities. These include the need for more integrated, responsive, and sustainable supply chains, capable of supporting immunisation across the life course, adapting to evolving different contexts, and contributing to broader health system goals. The strategy is also aligned to Gavi’s evolving operating model, including efforts to consolidate funding, promote innovation, and strengthen collaboration with partners.

The iSC strategy details how the Alliance will work with countries to strengthen supply chains to directly support the impact goals of Gavi 6.0: maintaining and improving routine immunisation coverage, reaching zero-dose and under-immunised children, and enabling countries to manage and sustain immunisation programmes as part of PHC. It is guided by the vision that every person, regardless of location, deserves to have timely and equitable access to safe and potent vaccines through a resilient, efficient, and sustainable supply chain.



Credit: Gavi/2025/Jumba Martin

Progress and persistent challenges following Gavi 5.0/5.1

Under Gavi 5.0/5.1, countries made significant progress in strengthening health supply chains and setting new standards for performance, innovation, and sustainability. As a result, Effective Vaccine Management (EVM) assessment conducted across Gavi-supported countries showed they consistently scored higher than non-Gavi supported countries across all EVM criteria.

Strategic Planning, Governance, and Financing

The Supply Chain Continuous Improvement Plans (SCIP) tool, designed to strengthen strategic planning and financing by enabling countries to implement end-to-end effective vaccine management. Using EVM assessment results, SCIP allows countries to actively manage their continuous Improvement Plans (cIPs). Since its launch, 29 countries engaged and 17 fully onboarded. In addition, seven regional institutions were onboarded to provide EVMA/cIP and iSC capacity, building technical assistance capabilities. The National Logistics Working Group (NLWG) maturity framework was revised and baseline assessments completed in 33 Gavi-eligible countries, reinforcing national governance and coordination.

Data Visibility and Use

Gavi 5.0/5.1 included an orchestrated effort to improve data availability and visibility across immunisation supply chains. Electronic Logistics Management Information Systems (eLMIS), supported by updates to Target Software Standards, transformed vaccine supply chain management by providing real-time visibility into stock levels, distribution, and cold chain performance – reducing stockouts, minimising wastage, and ensuring timely delivery of potent vaccines. Going beyond eLMIS, the Alliance

pioneered and began scaling traceability through the TRVST project. Countries were also supported to begin connecting stand-alone systems such as eLMIS, DHIS2, and temperature monitoring systems into a more robust and streamlined digital ecosystem. Platforms like Thrive360 and early implementation of Data Control Towers are expected to expand proactive stock management and data-driven forecasting, improving supply-demand alignment. The rollout of the FSP Toolbox and development and operationalisation of the FSP4All tool in 15 countries supported multi-year forecasting and planning that integrates equity, cold chain capacity, and financing. These efforts were further reinforced through collaborative initiatives that provided hands-on support to strengthen vaccine forecasting and planning in high-impact contexts.

Fundamental Infrastructure

Among the key achievements of Gavi 5.0/5.1 is the expansion of cold chain functionality, capacity, and quality. Nearly 38,000 Cold Chain Equipment (CCE) units were deployed through Gavi's Cold Chain Equipment Optimisation Platform (CCEOP) between 2021 and June 2025 across Gavi-supported countries, with growing reliance on HFSE to ensure reliable vaccine storage in areas with limited electricity, enhance supply chain resilience, and reduce environmental impact. These investments support equity, sustainability, and last-mile reach. The introduction of Remote Temperature Monitoring Device (RTMD) policies during Gavi 5.0/5.1 laid the groundwork for real-time cold chain monitoring, enabling more responsive and data-driven management. A major advance in exploring innovations in CCE maintenance was also achieved through the integration of human-centred design and real-time data, empowering technicians across eight countries to lead locally tailored innovations and cross-border collaboration.

Supply Chain Optimisation

To identify opportunities for optimisation and integration with PHC services, extensive system design assessments were conducted. These efforts are now being streamlined through the development of the Supply Chain Analysis and Intelligence Tool (SCANIT), which is designed to enable countries to model and analyse supply chain scenarios to inform evidence-based decision-making. Complementing this, the DRIVE initiative was launched in five countries to strengthen last-mile delivery and improve vaccine availability for under-reached populations. Additional efforts have focused on reaching zero-dose and under-vaccinated children through redesigned delivery strategies and health worker training, supported by the Supply Chain Equity Guide, which enables equity-focused planning and co-creation of context-specific solutions.

Innovative approaches to last-mile delivery have been explored through private sector engagement. Notable examples include the expansion of drone use in Nigeria, Kenya, Rwanda, and Ghana, and an outsourced delivery solution in Ethiopia. The outsourced delivery solution demonstrated notable improvements in Ethiopia, with product availability increasing from 41% to 95% and the cost per mile decreasing from US\$0.83 to US\$0.64, reflecting greater delivery efficiency.

Integrated waste management assessments were translated into actionable plans in 10 countries, supporting safer and more sustainable healthcare waste management in line with the Lusaka Agenda, collaboration has been enhanced resulting in 22 countries being supported in developing and implementing HCWM plans. Great progress was achieved in socialising about 30 Gavi supported countries on green technologies and establishing long-term agreements with suppliers providing green technologies.

Workforce development

Workforce development remained a central focus throughout Gavi 5.0/5.1, with continued efforts to strengthen the capacity and professionalism of supply chain personnel across all levels of the health system.

Initiatives such as the Strategic Training Executive Programme (STEP 2.0) expanded Gavi's collaboration

and integration strategies. During Gavi 5.0/5.1, STEP 2.0 established sustainability and scalability through a collaboration agreement with additional donor organisations (The Global Fund, USAID, UNICEF, and IFPW; with oversight of the People that Deliver's STEP 2.0 Hub). Over the course of the programme, more than 500 supply chain leaders from 20 Gavi-supported countries strengthened their leadership and change management competencies with guidance from over 150 private sector coaches. The initiative was delivered in collaboration with six implementing partners, reflecting a strong commitment to cross-sector capacity building.

A digital supportive supervision tool for last-mile immunisation supply chains was also developed, piloted, and refined to align with national SOPs and WHO guidance, enabling structured supervision and centralised performance monitoring. Through these integrated efforts, Gavi 5.0/5.1 has not only strengthened supply chains, but also laid the foundation for more resilient, responsive, and equitable health systems worldwide.

Persistent Challenges

However, despite the progress made during Gavi 5.0/5.1, ongoing monitoring of iSC performance through EVM assessments, Thrive360 stock monitoring, the WHO/UNICEF Joint Reporting Form on Immunisation, and programme monitoring has highlighted several key challenges that continue to limit supply chain performance and sustainability:

- Limited strategic planning, budgeting, governance, and coordination of iSCs, limiting effective implementation and long-term sustainability.
- Parallel supply chains for immunisation and PHC services that operate in silos, duplicating efforts and straining limited resources.
- Infrastructure and distribution system weaknesses that affect vaccine availability and increase environmental impact, especially at the last mile.
- Fragmented data systems and limited capacity that result in poor data quality and inadequate end-to-end visibility, undermining effective decision-making.
- A shortage of human resources and gaps in supply chain knowledge, skills, and motivation at all levels of the health system.

Key Strategic Shifts in Gavi 6.0

Gavi 6.0 introduces five strategic shifts to guide the design and delivery of iSC investments. These highlight our evolving approach under the Gavi Leap and sit within the broader shifts outlined in the Health Systems Strategy, ensuring alignment with country-led priorities and broader health systems goals:

Tailored iSC Interventions

Meet countries where they are in their supply chain journey with a differentiated approach to iSC support and tailored interventions. This context appropriate and risk-informed approach is designed to promote sustainable system strengthening over time.

Holistic Programming Model

Integrate supply chain considerations across health systems pillars to support a more consolidated and holistic programming model. This ensures that iSC investments align with broader efforts to strengthen the continuum of service delivery.



Credit: Gavi/2025/Wilson Photographer

Innovation in Supply Chains

Integrate opportunities for innovation across each strategic investment priorities to systematically identify and implement new solutions enhancing supply chain performance and equity.

Stronger Partnerships

Build on established platforms for joint action to strengthen partnerships and collaboration, including Gavi- and Global Health Institutions (GHI)-led efforts in areas such as eLMIS expansion and waste management systems, in line with the Lusaka Agenda's emphasis on country-led, harmonised action.

Enhanced Monitoring and Learning

Leverages the M&E framework and data systems established during Gavi 5.0/5.1, including platforms such as Thrive360, to implement a refined approach to measurement.



Credit: Gavi/2024/WISMOYO

02 iSC 6.0 Strategy Overview

Theory of Change

Gavi 6.0 aims to establish strong and resilient health supply chains that guarantee the timely availability of potent, life-saving vaccines to every individual, regardless of their location, thereby saving lives and enhancing global health and equity. The iSC 6.0 Theory of Change serves as a comprehensive

roadmap for transforming immunisation supply chains. It outlines the logical sequence of actions and enabling conditions required to overcome systemic challenges, prioritise strategic investments and achieve the long-term impact goals of the strategy.

Vision

Strong and resilient supply chains ensure the timely availability of potent life-saving vaccines to every individual, regardless of their location, thereby saving lives and protecting people's health.

Challenges

Investment Priorities

<p>Limited strategic planning, budgeting, governance, and coordination of iSCs, limiting effective implementation and long-term sustainability.</p>	 Strategic Planning, Governance, and Financing	<p>Enable country-led planning, governance, financing, and monitoring of costed, evidence-based supply chain strategies integrated within PHC and aligned with national priorities.</p>
<p>Fragmented data systems and limited capacity that result in poor data quality and inadequate end-to-end visibility, undermining effective decision-making.</p>	 Data Visibility and Use	<p>Strengthen interoperable digital systems and supporting capacities to enable real-time access to high-quality data for proactive, informed decision-making across immunisation supply chains.</p>
<p>Infrastructure and distribution system weaknesses that affect vaccine availability and increase environmental impact, especially at the last mile.</p>	 Fundamental Infrastructure Use and Management	<p>Ensure the availability, integration, and sustainable use of high-quality infrastructure for vaccine storage, transport, maintenance, and waste management.</p>
<p>Parallel supply chains for immunisation and PHC services that operate in silos, duplicating efforts and straining limited resources.</p>	 Supply Chain Optimisation	<p>Promote smart integration and evidence-based supply chain design to enhance efficiency, performance, and last-mile delivery through continuous improvement and context-specific strategies.</p>
<p>A shortage of human resources and gaps in supply chain knowledge, skills, and motivation at all levels of the health system.</p>	 Workforce Development	<p>Build and sustain a well-staffed, skilled, and motivated supply chain workforce at all levels to enhance operational performance and long-term sustainability.</p>

Enablers

Country leadership

Domestic & international funding

Innovation

Accountability

Partner alignment & coordination

Private sector engagement

Impact goals

Vaccine availability

Extended reach

Efficiency

Sustainability

Responsiveness

Resilience

Impact Goals

Gavi 6.0 envisions health supply chains that go beyond functional to become transformative by driving equity, sustainability, and responsiveness across the health system. The strategy defines six impact goals to define and evaluate success for iSC investments:

Extended Supply Chain Reach

Equitable health supply chains extend the reach of vaccines to the last mile, ensuring access for underserved and zero-dose populations.

Vaccine Availability

Effective health supply chains ensure high-quality vaccines are consistently available in the right quantities, when and where they are needed, supporting reliable and uninterrupted immunisation services.

Supply Chain Efficiency

Resources must be optimised across people, processes, and platforms – minimising waste and cost while maximising coverage and reliability.



Credit: Gavi/2024/Go'tham Industry



Credit: Gavi/2024/Khasar Sandag

Supply Chain Sustainability

Government-led health supply chains prioritise activities that balance immediate benefits with their long-term sustainability vision and future financial, programmatic, or environmental needs.

Supply Chain Resilience

Agile health supply chains are prepared to adapt to sudden changes, including natural disasters and outbreaks of infectious disease, maintaining continuity of vaccine delivery under pressure.

Supply Chain Responsiveness

People-centred health supply chains respond to the needs and preferences of individuals throughout their lives, ensuring that services are designed with end users in mind.

Enablers

Successful implementation of the iSC 6.0 strategy relies on core foundational enablers that make it possible for countries to plan, finance, and manage sustainable, high-performing systems.

Country Leadership

Government stewardship is essential for supply chain success. Strong leadership sets strategic priorities, coordinates partners, and embeds governance within national health agendas, ensuring interventions are aligned, targeted, and sustainable.

Domestic and International Funding

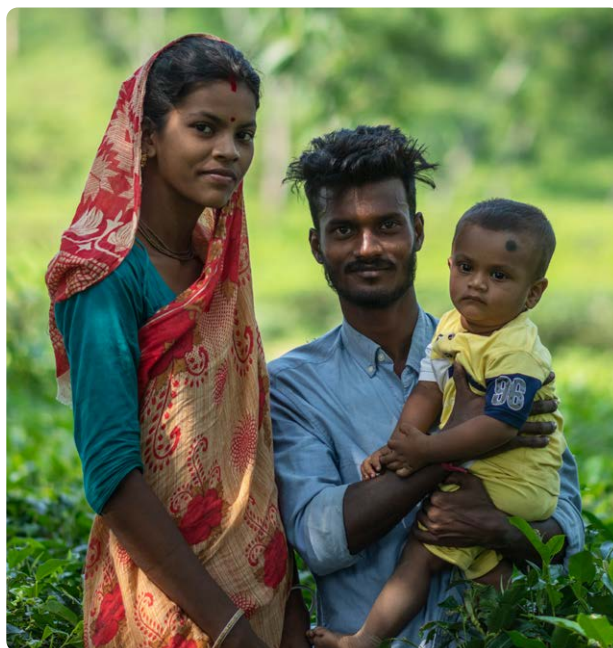
Financing must be predictable, aligned, and embedded in broader health budgets – moving toward domestic sustainability.

Partner Alignment and Coordination

Coordinated partner support enhances the efficiency and impact of investments. Alignment on common goals helps reduce duplication, streamline resources, and ensure coherent implementation across the system.



Credit: Gavi/2020/Isaac Griberg



Credit: Gavi/2023/Ashraful Arefin

Private Sector Engagement

The private sector plays a vital role in improving supply chain performance. They can complement public systems and extend reach, especially to the last mile, through innovation, operational expertise, and scalable solutions.

Innovation

New tools and approaches, such as digital technologies, data analytics, and novel delivery models, are critical to improving supply chain agility, efficiency, and adaptability in the face of evolving challenges.

Accountability

Transparent roles, performance tracking, and adaptive learning must be institutionalised to ensure continuous improvement and effective use of resources.

Cross-Cutting Principles

The following principles are foundational to the design and implementation of iSC 6.0 investments. They apply across all strategic areas and reinforce the quality, relevance, and sustainability of the supply chain.

Human-Centred Approach

Designing supply chain solutions tailored to end users' needs ensure systems are usable, relevant, and equitable. Customised tools, processes, and training should support care providers and improve frontline performance and innovation adoption.

Standardisation

Applying recognised standards for products, processes, and systems ensures quality, consistency, and interoperability across immunisation supply chains. Standardisation enables integration, supports scalability, and strengthens coordination across stakeholders.

Localisation

Enabling local stakeholders to lead and tailor supply chain interventions ensures that solutions are contextually appropriate and sustainable. Local ownership drives relevance, strengthens engagement, and increases the lasting impact of investments, while also fostering innovation, accountability, and resilience.

Integration

Supply chains must be embedded within broader PHC and health system platforms. This includes harmonised planning, shared infrastructure, and unified data systems – reducing fragmentation and amplifying impact across programmes. Integration also reflects donor priorities under the Lusaka Agenda, promoting joint financing, cross-programmatic efficiency, and alignment with national health strategies.



Credit: Gavi/2024/Pascal Barollier

Differentiation Framework

To ensure immunisation supply chain investments are both impactful and sustainable, Gavi’s iSC strategy adopts a differentiated approach grounded in two key dimensions: transition status and performance maturity.

- Transition status reflects a country’s position within Gavi’s eligibility framework, guiding the level and nature of support as countries move toward self sufficiency.
- Performance maturity is assessed along a continuum – from fragile and conflict-affected settings to high-performing systems – recognising that supply chain capabilities vary widely and evolve over time.

This dual lens enables Gavi to tailor its support to meet countries where they are, ensuring that interventions are context-specific, catalytic, and time-bound. For example, fragile settings may require flexible and humanitarian-aligned approaches, while transitioning countries benefit from targeted technical assistance and strategic financing to prevent backsliding

The framework is operationalised through a maturity model that maps supply chain domains like governance, infrastructure, data systems, etc., across country

contexts. It informs the selection of priority interventions based on each country’s readiness and strategic needs.

Importantly, this approach aligns with Gavi’s broader Health Systems Strategy and is supported by a robust Monitoring & Evaluation (M&E) framework, which outlines indicators to track progress and guide adaptive learning

By differentiating support, Gavi ensures that resources are deployed where they can be most effective – accelerating performance improvements, supporting sustainable transition, and amplifying impact across the immunisation supply chain ecosystem.

Country-Specific Differentiated Approach

Gavi’s iSC strategy uses a different approach based on two dimensions: a country’s transition status within Gavi’s eligibility framework and its supply chain performance maturity. This dual lens enables tailored, context-specific support: from flexible, humanitarian-aligned approaches in fragile settings to strategic financing and technical assistance in transitioning countries.

Strategic Planning, Governance, and Financing

Operationalised through a maturity model that maps key supply chain domains across country contexts, guiding priority interventions. It aligns with Gavi’s broader Health Systems Strategy and is supported by a robust Monitoring & Evaluation framework to track progress and enable adaptive learning. This ensures resources are deployed effectively to accelerate performance, support sustainable transition, and amplify impact.

Country transition status		
Initial self-financing	Preparatory Transition	Accelerated Transition
Low Performing High dependence on partners for strategy and operations. EPI/MoH shows some prioritisation, limited domestic funding, and a technical working group (NLWG) with inconsistent functionality		
Medium Performing Collaborates with partners on planning and execution. EPI/MoH provides oversight at national and subnational levels, supported by a functional NLWG		
High Performing MoH/EPI leads planning, operations, and performance management at all levels. Strong internal capacity and a fully optimised supply chain ecosystem		
Fragile/Conflict Fully reliant on external partners for planning, management, and execution of supply chain operations. No internal capacity for oversight or system improvements		

Supply Chain performance

03 Strategic investment priorities

To realise the full potential of Gavi 6.0, investments must target the most catalytic areas of supply chain transformation. These five priorities address foundational barriers and enable performance, integration, and sustainability – ensuring that every level of the supply chain is equipped with the systems, infrastructure, and workforce needed to deliver equitable and resilient immunisation services.

Strategic Planning, Governance, and Financing

Empower countries to lead and finance integrated supply chain strategies within PHC, aligned with the Lusaka Agenda and national health plans.

Data Visibility and Use

Deploy interoperable digital systems for real-time visibility, analytics, and evidence-based decision-making across all supply chain levels.

Fundamental Infrastructure Use and Management

Maintain efficient, quality storage, transport, and vaccine disposal. Expand HFSE to reach zero-dose populations, strengthen warehousing and maintenance, and use data to monitor performance and guide action.

Supply Chain Optimisation

Redesign supply chains for efficiency and equity through smart integration, last-mile innovations, and private sector partnerships.

Workforce Development

Build a skilled, accountable supply chain workforce through national HR strategies, digital training, and structured supervision and mentoring.



Strategic Planning, Governance, and Financing

Problem Statement

Fragmented and under-resourced planning, coordination, and financing mechanisms continue to undermine the effectiveness and sustainability of immunisation supply chains. Many countries operate with outdated or siloed strategies, weak governance structures, and misaligned partner support. These gaps limit integration with broader PHC systems, reduce efficiency, and hinder country ownership – especially in transitioning and fragile contexts.

Scope of Investment Area

This investment priority focuses on enabling countries to lead, plan, finance, and govern immunisation supply chains as part of integrated health systems. It supports:

- Development and implementation of costed, evidence-based national supply chain strategies
- Institutionalisation of governance mechanisms across all levels of the health system
- Alignment of domestic and partner financing with national priorities
- Integration of supply chain planning within PHC and health sector reforms, in line with the Lusaka Agenda

Key Strategic Shifts

- Sustainable Financing: Emphasis on costing, budgeting, and transitioning to domestic funding platforms
- Integrated Planning: Embedding iSC strategies within PHC and sector-wide approaches
- Partner Harmonisation: Joint planning, co-financing, and strategic alignment across stakeholders
- Performance Management: Use of KPIs and investment cases to drive accountability and continuous improvement

Areas of Opportunity

Strategic Planning

- Support countries to develop up-to-date, evidence-based, and costed supply chain strategies that guide investment and programme implementation.
- Interventions should support countries in developing and operationalising national iSC strategies that are integrated within PHC and health sector plans, as well as provide tools and technical assistance for prioritisation, budgeting, and alignment with broader financing processes.

Governance and Coordination

- Support countries to Institutionalise oversight and coordination of supply chain activities across all levels.
- Interventions should establish or strengthen governance platforms (e.g. supply chain steering committees), define roles and responsibilities across actors, and create channels for multisectoral engagement including private sector, civil society, and subnational leadership.

Financing and Resource Alignment

- Increase the alignment of domestic and partner financing with national priorities.
- Interventions will build capacity for financial tracking and advocacy, integrate supply chain costs into health budgets and strategic development plans, and facilitate partner alignment through joint reviews and investment cases.

Differentiated Approach

Gavi 6.0 will apply a differentiated approach to country support, tailoring interventions to reflect the maturity of each country's planning and financing systems. In fragile or conflict-affected contexts, support will centre on developing foundational supply chain strategies, establishing basic coordination structures, and aligning implementation with humanitarian and partner systems. In low-performing settings, countries will be supported to operationalise costed plans, establish governance platforms, and build capacity for budgeting and resource tracking. As countries reach higher programmatic maturity and approach their transition away from Gavi support, the focus will shift to embedding supply chain planning within PHC strategies, aligning with national financing platforms, and using KPIs and investment cases to drive sustainable domestic financing.

Initial Self-Financing	Preparatory Transition	Accelerated Transition
<p>Low Performing High dependence on partners for strategy and operations. EPI/MoH shows some prioritisation, limited domestic funding, and a technical working group (NLWG) with inconsistent functionality</p>		
<ul style="list-style-type: none"> Develop costed and funded National iSC strategy and plans informed by valid EVMA and robust cIP Standardise periodic iSC strategic and work plan reviews by managers Standardise monitoring of iSC performance and data use by managers at national and sub-national levels Establish and sustain functionality of NLWGs and SNLWGs Ensuring allocated budgets are available and used for lower level iSC activities (CCE maintenance, travel, stock distribution, (vehicles), etc. 	<ul style="list-style-type: none"> Drive increased proportion of domestic financing of in-country iSC priorities Build capacity of in-country programmes to identify sustainable resourcing for iSC 	<ul style="list-style-type: none"> Strengthen corresponding systems above based on identified gaps to mitigate and prevent backsliding in the post-transition period leveraging domestic resources with some donor support (i.e. Gavi Transition Roadmap implementation funds)
<p>Medium Performing Collaborates with partners on planning and execution. EPI/MoH provides oversight at national and subnational levels, supported by a functional NLWG</p>		
<ul style="list-style-type: none"> Build EPI/SC Managers capacity to fully understand the cost of managing functional national iSCs (strategic, operational, tactical) sustainably Establish mechanisms for collaboration between EPI and other PHC SC TWGs 		
<p>High Performing MoH/EPI leads planning, operations, and performance management at all levels. Strong internal capacity and a fully optimised supply chain ecosystem</p>		
<ul style="list-style-type: none"> Develop and implement SC Monitoring and Accountability Frameworks and use data generated from periodic assessments, complemented by regular audits, to ensure high performance Advocate for incremental allocation and release of domestic financing of SC Invest in innovation to drive SC effectiveness, efficiency, responsiveness and resilience Strengthen multisectoral collaboration and support opportunities for integration with other PHC SC TWGs 	<ul style="list-style-type: none"> Move towards sole government financing of all country iSC priorities (operations, personnel, innovation) Produce and disseminate evidence of impact and contributions of supply chain investments Explore opportunities and/or expansion of strategic partnerships within and across countries 	<ul style="list-style-type: none"> Provide targeted TA to countries to support country-led and owned efforts at closing extant gaps
<p>Fragile/Conflict Fully reliant on external partners for planning, management, and execution of supply chain operations. No internal capacity for oversight or system improvements</p>		
<ul style="list-style-type: none"> Undertake periodic SC assessments, where feasible EVMA Develop plans (i.e. cIPs) and support quality execution Engage Humanitarian Programme actors for planning, and coordination, and implementation in consultation with government where feasible Establish functional NLWGs with partner support to build government capacities Establish iSC performance monitoring mechanisms at least at national levels, and subnational level where feasible Ensuring allocated budgets are available and used for lower level iSC activities 		



Data Visibility and Use

Problem Statement

Persistent gaps in data availability, infrastructure, interoperability, visibility, and routine use continue to limit the effectiveness and responsiveness of iSCs. Fragmented systems, limited connectivity, constrained user skill, and lack of integrated governance mechanisms hinder real-time visibility of vaccine stock, equipment functionality, and distribution performance. These constraints limit timely decision-making and adaptive responses, especially at subnational and facility levels. While some high-performing countries have implemented eLMIS, full integration across levels and systems remains limited. In fragile contexts, a pragmatic and stepwise approach is needed to maintain minimum stock visibility and responsiveness.

Scope of Investment Area

This investment area aims to strengthen the full data ecosystem for immunisation supply chains, reflecting growing country demand for data-driven, digitally enabled systems that enable proactive management of vaccines and CCE. The scope covers not only the technologies used (e.g. eLMIS, remote temperature monitoring), but also the governance, human capacity, infrastructure, and financing systems needed to transform data into timely decisions. Vaccines serve as an entry point for national supply chain digital transformation, contributing to health systems strength.

Key Strategic Shifts

- **Integrated Systems:** Integrated digital systems for forecasting, stock management, cold chain, and distribution management
- **Data Governance:** Standardisation and data governance across national platforms
- **Accountability:** Enhanced accountability mechanisms, including routine performance monitoring
- **Private Sector Partnership:** Increased private sector engagement, especially in technology and last-mile delivery
- **User-Centred Design:** User-centred design, emphasising simplicity, sustainability, and responsiveness to country needs.

Areas of Opportunity

Digitalisation of Information Systems

- Establish scalable, standardised, and integrated eLMIS platforms within national digital health architectures.
- Interventions should support countries to implement digital logistics systems, such as eLMIS, cold chain monitoring, and forecasting tools, that align with national digital health strategies. Efforts will prioritise user-centric design, last-mile connectivity, and integration within ICT and governance frameworks to ensure sustainability and resilience.

Integration of Digital Systems

- Promote interoperable, standards-based platforms using internationally recognised standards (e.g. FHIR, GS1), to unify supply chain, logistics, and health information systems.
- Interventions should support countries in integrating digital platforms to enable seamless data flow across immunisation and PHC programmes. Efforts will promote adoption of governance frameworks with harmonised indicators, master data registries, and safeguards for data quality, security, and accountability.

Data Quality, Analysis, and Use

- Strengthen data-driven decision-making through improved data literacy, embedded analytics, and institutional capacity for timely, evidence-based decisions.
- Interventions should align systems and behaviors around key supply chain decisions, embedding data into routine workflows and establishing feedback loops to drive accountability and learning. Countries will be supported with dashboards, alerts, and review cycles to enable timely risk management and evidence-based planning at all levels of the supply chain.

Differentiated Approach

Gavi 6.0 will apply a differentiated approach to country support, tailoring interventions to reflect each country's digital maturity and transition status. In fragile or conflict-affected contexts with limited connectivity and access, interventions will focus on simple digital tools, paper-based backups, and basic user training to maintain minimum data visibility and responsiveness. In low-performing settings, countries will prioritise building foundational digital systems, routine data use, and standardised governance frameworks. As countries reach higher programmatic maturity and approach transition from Gavi support, the focus will shift towards scaling predictive analytics, leveraging platforms such as Data Control Tower, embedding performance monitoring in governance structures, and financing digital ecosystems through national strategies.

Initial Self-Financing	Preparatory Transition	Accelerated Transition
<p>Low Performing Foundational digital systems in place with donor support. Limited routine data use and governance frameworks</p>		
<ul style="list-style-type: none"> Deploy basic central eLMIS modules. Implement donor-managed GS1 verification to address immediate gaps in vaccine supply monitoring. Leverage DHIS2 logistics for sub-national levels where feasible to enhance interoperability and avoid creating parallel reporting systems, ensuring vaccine-specific data visibility. Introduce use of multiple forecasting and supply planning methods, with baseline FSP assessment and improvement plans developed Strengthen data use SOPs and workflows Build capacity for use and daily operations of data and digital systems Establish mobile health support for vaccine report and train local staff. Initiate basic Thrive360 reporting at selected pilot sites, preparing for gradual expansion. Implement feedback loops for communication on data insights 	<ul style="list-style-type: none"> Add forecasting and subnational reporting to eLMIS for enhanced visibility. Pilot basic real-time integration between eLMIS and HMIS systems to test scalability. Initiate basic Thrive360 reporting at selected pilot sites, preparing for gradual expansion. 	<ul style="list-style-type: none"> Scale eLMIS functionality for end-to-end supply chain integration with Track and Trace systems. Standardise GS1 implementation across supply chains and ensure governmental leadership in eLMIS operations. Creating integrated frameworks for vaccine accountability in emergencies. Initiate basic Thrive360 reporting at selected pilot sites, preparing for gradual expansion.
<p>Medium Performing Builds capacity for digital systems and data use. Implements eLMIS at subnational levels, strengthens SOPs, and introduces feedback loops. Uses Thrive360 and forecasting tools to improve visibility and planning</p>		
<ul style="list-style-type: none"> Enable eLMIS deployment at subnational levels for inventory tracking and manual data exchange. Focus on basic interoperability with DHIS2 to ensure vaccine-specific data visibility. Systematic monitoring of year-on-year forecast and supply plans accuracy and FSP improvement planning, Co-designing information systems with local governments and communities and fostering local expertise. Strengthen subnational data use and visibility by fully utilising existing Thrive360 data, scaling up Data Control Towers gradually. 	<ul style="list-style-type: none"> Expand eLMIS to include modules for real-time analytics, forecasting, and reporting. Strengthen interoperability with DHIS2 and piloting of advanced traceability solutions. Build capacity for system management and administration Expand proven visibility platforms (Thrive360) and prepare infrastructure for future integration of Data Control Towers. 	<ul style="list-style-type: none"> Fully integrate eLMIS with DHIS2 and implement AI-driven analytics for supply chain optimisation. Transition fully to gov. ownership with scalable, standards-compliant systems. Introduce predictive tools for both routine immunisation and campaigns. and building technical expertise locally. Ensure scaled, seamless feedback loops tied to decision-making processes and broaden Thrive360 coverage at subnational levels, laying groundwork for gradual introduction of simplified Data Control Towers.
<p>High Performing Fully integrated digital ecosystem led by MoH/EPI. Real-time analytics, predictive tools, and national data governance frameworks in place</p>		
<ul style="list-style-type: none"> Establish eLMIS as the primary tool for data collection, inventory tracking, and basic interoperability. Pilot GS1 standards and automated reporting features in high-performing countries with initial self-financing capacity to assess feasibility, scalability, and integration potential with national platforms. Optimise data use processes and feedback loops Use data-sharing frameworks with private sector partners. Pilot private sector partnerships with data integration. Highly functioning government-led FSP team continuously implements and documents evidence-based FSP Fully leverage existing Thrive360 online/offline data streams and expand predictive capabilities using Data Control Towers. 	<ul style="list-style-type: none"> Fully scale eLMIS to include dynamic forecasting, data analytics, and integration with national HMIS. Introduce AI and blockchain for predictive analytics and cold chain monitoring. Optimise Thrive360-collected data to proactively manage stockouts and introduce Data Control Towers to additional subnational units. 	<ul style="list-style-type: none"> Leverage AI and real-time data-sharing for strategic decision-making, with gov-managed eLMIS systems. Establishing cross-border collaboration for shared vaccine logistics. Use established Thrive360 data flows to pilot predictive analytics (Data Control Towers) at selected subnational levels.
<p>Fragile/Conflict Fully reliant on partners for planning and execution. No internal systems for data collection or use</p>		
<ul style="list-style-type: none"> Where feasible, deploy eLMIS functionality focused on emergency inventory tracking and vaccine visibility, with donor-managed or hybrid implementation models In highly fragile contexts, consider interim digital solutions (e.g. DHIS2 logistics or simplified Web- or Excel-based tools) as stepping stones toward a fully functional eLMIS Integrate basic interoperability layers with HMIS Employ simplified tools for vaccine handlers in emergencies and basic capacity development. Consider flexible & context-based forecasting and supply planning approaches, including tailored for populations affected by conflict Establish foundational monitoring and introduce feedback mechanisms 		



Fundamental Infrastructure Use and Management

Problem Statement

Many countries face persistent challenges in fundamental immunisation supply chain infrastructure. Inadequate and ageing CCE, weak maintenance systems, limited or unreliable energy access and high energy costs, connectivity gaps, insufficient warehousing and suboptimal health care waste management systems undermine vaccine potency and availability, and safety especially at the last mile. Fragmented governance, financing gaps, and limited workforce capacity further constrain the ability to operate and sustain infrastructure. These weaknesses contribute to vaccine stockouts, equipment failures, and environmental risks, impacting the quality and equity of immunisation services.

Scope of Investment Area

This investment area covers the core infrastructure, systems, assets, and capacities necessary to support effective vaccine management across the supply chain. This includes CCE, transport, energy systems (e.g. solarisation), connectivity infrastructure, waste management, and institutional capacity to manage and maintain these systems. Investments will prioritise sustainable operations and maintenance, resilient design, and local ownership, with tailored support based on country maturity and context.

Key Strategic Shifts

- Preventive and predictive maintenance: Shift from reactive to regular maintenance activities and data-driven maintenance models
- Integrated infrastructure planning: Align infrastructure with data systems, energy strategies, and safe waste protocols
- Climate and financial sustainability: Embed infrastructure planning into national budgets and climate resilience frameworks

Areas of Opportunity

Data Systems & Analytics to enable real-time monitoring of stock levels, CCE functionality, energy use, and waste management.

- Deploy interoperable eLMIS and remote temperature monitoring systems to enable real-time tracking of stock levels, CCE performance, energy use, and waste
- Address last-mile connectivity gaps using offline-first technologies, solar-powered devices, and mobile networks

CCE Expansion, Extension, Replacement & Maintenance to ensure all vaccine storage points are equipped with functional and well-maintained cold chain infrastructure.

- Expand functional CCE coverage to reach zero-dose and under-immunised populations
- Maintain an accurate, up-to-date CCE inventory to guide strategic CCE planning and maintenance
- Institutionalise standardised national protocols for preventive maintenance and curative repairs
- Empower technicians with digital tools, training, and peer learning to ensure timely, effective maintenance

Infrastructure Sustainability (e.g. Solarisation & Waste Management) to ensure reliable power supply to the health facility CCE and digital infrastructure and environmentally sound disposal of CCE and health care waste.

- Implement HFSE in remote/urban or under-reached areas and develop national solarisation strategies
- Strengthen waste management through the development of HCWM plans, introduction of green technologies to manage waste, national guidelines SOPs, assessments, fit-for-purpose facility solutions, and institutionalised practices supported by sustained funding and training
- Expand vaccine and related (e.g. CCE) waste infrastructure and implement sustainable disposal practices

Warehousing to ensure availability of appropriate infrastructure to store vaccines and related commodities.

- Ensure adequate, climate-resilient dry storage capacity at all levels of the supply chain
- Develop menu of options/upgrade warehouse design to support cold chain, energy efficiency, and inventory control systems
- Institutionalise SOPs for good warehousing practices and integrate with PHC logistics
- In line with Lusaka Agenda, collaborate with partners at global, regional and country levels to optimise available resources to support warehousing

Differentiated Approach

Gavi 6.0 will apply a differentiated approach to country support, tailored to reflect each country's infrastructure maturity and transition stage. In fragile or conflict-affected contexts, investments will focus on deploying critical infrastructure such as CCE and HFSE alongside emergency maintenance and waste management support, basic performance monitoring, often delivered through partner-managed systems. In low-performing settings, support will centre on building preventive maintenance systems, performance monitoring systems, improving inventory and connectivity infrastructure, and integrating solarisation and waste protocols. As countries reach higher programmatic maturity and approach transition from Gavi support, the priority will shift to institutionalising predictive maintenance and performance monitoring, strengthening climate-resilient infrastructure, and embedding infrastructure sustainability into national planning systems.

Initial Self-Financing	Preparatory Transition	Accelerated Transition
<p>Low Performing Basic infrastructure in place with donor support. Limited domestic investment and oversight</p>		
<ul style="list-style-type: none"> • Establish critical infrastructure for cold chain, warehousing, waste management, and facility solarisation with a focus on training local personnel and building local capacity • Strengthen local maintenance teams and SOPs • Explore partnerships with the private sector for better outcomes • Establish robust systems for decommissioning and safe disposal of obsolete equipment 	<ul style="list-style-type: none"> • Improve infrastructure and functionality to increase coverage • Strengthen performance monitoring and maintenance systems 	<ul style="list-style-type: none"> • Strengthen infrastructure and functionality leveraging the latest technologies and innovations, with focus on underserved communities/ zero-dose children • Transition to government-led infrastructure maintenance, building regional redundancy
<p>Medium Performing Strengthens warehousing, cold chain maintenance, and vaccine disposal systems. Uses EVM scores and CCE functionality data to guide improvements. Begins integrating infrastructure with broader PHC platforms</p>		
	<ul style="list-style-type: none"> • Enhance the infrastructure supporting PHC integration and continuously strengthen performance monitoring and maintenance systems leveraging public private sector collaboration as appropriate with a focus on robust and resilient system 	<ul style="list-style-type: none"> • Optimise infrastructure focusing on innovation, efficiency and cost effectiveness leveraging public private sector collaboration as appropriate
<p>High Performing Efficient, quality infrastructure managed by MoH/EPI. Data-driven performance monitoring and integration with national health systems</p>		
<ul style="list-style-type: none"> • Optimise infrastructure to support PHC integration for efficiency, cost-effectiveness, and climate resilience, focusing on underserved communities and zero-dose children. 	<ul style="list-style-type: none"> • Optimise performance monitoring and response leveraging optimal public-private sector collaboration 	<ul style="list-style-type: none"> • Institutionalise management processes, performance monitoring and response, leveraging optimal public-private sector collaboration as appropriate.
<p>Fragile/Conflict Fully reliant on partners for infrastructure and logistics. No internal systems for maintenance or performance monitoring</p>		
<ul style="list-style-type: none"> • Secure Infrastructure: Establish critical infrastructure for cold chain, warehousing, waste management, and facility solarisation with enhanced security protocols, leveraging partner support. • Innovative Access: Use innovative technologies and temporary storage sites to reach hard-to-reach children and support cross-border and mobile teams. • Military Partnerships: Expand partnerships with military agencies to enable rapid recovery from disruptions, with support from conflict zone partners. • Local Capacity Building: Focus on training local personnel and building basic capacity to manage and maintain infrastructure, with significant partner support • Maintain/ enhance existing infrastructure and functionality of the equipment with specific focus on affected/displaced populations and identify opportunities for integration • Improve performance monitoring and maintenance of infrastructure. 		

Problem Statement

Persistent challenges in infrastructure, distribution, and data visibility continue to affect iSC performance, especially at the last mile. Fragmented supply chains between immunisation and broader PHC systems have led to parallel structures that duplicate efforts and strain resources. Rigid hierarchies, weak strategic planning, limited human resource capacity, and underutilised data systems hinder innovation and evidence-based decision-making, reducing overall system effectiveness and compromise equitable vaccine access, especially for zero-dose and under-immunised populations.

Scope of Investment Area

This investment area aims to optimise the design and operation of national immunisation supply chains through innovative approaches to product flow (storage and distribution), including context-appropriate integration with other health supply chains and outsourcing. It will focus on improving last-mile delivery, strengthening subnational distribution, leveraging private sector partnerships, and implementing data-informed, context-specific strategies to increase efficiency, resiliency, and performance.

During Gavi 6.0, interventions will be grounded in available evidence and tools, including triangulated data, supply chain analysis, and digital innovations. Capacity building, integration of optimisation into training, and continuous improvement through monitoring and KPIs will be essential to reinforce evidence-based implementation and enable adaptive learning.

Key Strategic Shifts

- **Smart Integration:** Embed immunisation supply chains within PHC systems and shared infrastructure, aligned with the Lusaka Agenda
- **Private Sector Engagement:** Expand use of third-party logistics (3PL) and community-led delivery models to improve reach and reliability
- **Data-Driven Customisation:** Tailor interventions to national and subnational contexts using SCANIT and other analytics tools
- **Operationalisation of Assessments:** Move from diagnostics to implementation through continuous monitoring, feedback loops, and performance-based planning

Areas of Opportunity

Distribution Networks & Processes

- Ensure high-quality, efficient, and sustainable storage, transport, management, and waste management.
- Interventions should focus on improving distribution processes through institutionalised SOPs, enhancing agility in stock management, and adopting flexible revision of stock levels and holding points to respond to shifting demands.

Smart Integration

- Increase efficiency and reduce duplication through integrated system design and implementation.
- Interventions should identify Smart integration opportunities with national PHC supply chains, aligned with the Lusaka Agenda, to reinforce cross-programmatic efficiencies and streamline shared infrastructure.

Outsourcing & Alternative Delivery Models

- Improve last-mile delivery through new models such as 3PL and community-led delivery.
- Interventions should prioritise in-country direct delivery, particularly for last-mile distribution, adopting new operational models that reduce reliance on health workers. Leverage outsourcing opportunities, especially via local private sector and 3PL providers, to improve delivery reliability and efficiency, allowing governments to focus on stewardship.

Sustainability & Resilience

- Build resilient and sustainable supply chains through smart design, maintenance, and climate-friendly disposal.
- Interventions should strengthen reverse logistics for both immunisation/PHC supplies and health care waste emphasising safe disposal, timeliness, and minimal environmental impact. Broader sustainability and resiliency efforts should aim to reduce the

economic, social, and environmental footprint of the supply chain by implementing sustainability KPIs and preparedness protocols to reduce environmental and operational risks.

Differentiated Approach

Gavi 6.0 will apply a differentiated approach to country support, tailoring interventions to reflect each country's supply chain maturity and transition status. In fragile or conflict-affected contexts, support will focus on maintaining basic distribution and infrastructure through partner-led models, direct delivery approaches, and simplified logistics systems to preserve immunisation services. In low-performing settings, countries will be supported to analyse supply chain bottlenecks, pilot operational improvements, and explore integration and outsourcing opportunities. As countries reach high programmatic maturity and approach their transition from Gavi support, the focus will shift to embedding supply chain optimisation planning within PHC strategies, aligning with national financing platforms, and using KPIs and investment cases to drive sustainable domestic financing.

Initial Self-Financing	Preparatory Transition	Accelerated Transition
Low Performing Basic supply chain operations with donor support. Limited strategic planning or equity focus		
<ul style="list-style-type: none"> • Utilise existing data to identify gaps in distribution networks • Consider alternative models for last-mile delivery, particularly to reach underserved and zero-dose children. 	<ul style="list-style-type: none"> • Drive increased proportion of domestic financing of in-country iSC priorities • Build capacity of in-country programmes to identify sustainable resourcing for iSC 	<ul style="list-style-type: none"> • Build capacity in supply chain managers to establish and measure KPIs on supply chain optimisation.
Medium Performing Collaborates with partners to redesign supply chains for efficiency and equity. Introduces smart integration and private sector partnerships		
<ul style="list-style-type: none"> • Explore the use of distribution network analysis, to assess possible scenarios to optimise the existing network. • Strengthen monitoring of distribution KPIs. 	<ul style="list-style-type: none"> • Mainstream alternative models for last-mile delivery, particularly to reach underserved and zero-dose children, into regular programming. 	<ul style="list-style-type: none"> • Continuously monitor and improve key supply chain optimisation indicators (cost-effectiveness, timeliness) • Include scenario planning for disruptions, leveraging predictive software (AI)
High Performing MoH/EPI leads supply chain redesign and innovation. Fully integrated systems with last-mile reach and private sector engagement		
<ul style="list-style-type: none"> • Systematically use low effort distribution network analysis to improve existing networks. • Periodically monitor KPIs and continuously make improvements 	<ul style="list-style-type: none"> • Strengthen performance monitoring management • Scale up of alternative delivery models, including outsourcing to the private sector as appropriate, for storage, distribution utilising available best practices in the sector. 	<ul style="list-style-type: none"> • Continuously monitor and improve key supply chain optimisation indicators, • Include scenario planning for disruptions, leveraging predictive software (AI)
Fragile/Conflict Fully reliant on partners for planning and execution. No internal capacity for redesign or innovation		
<ul style="list-style-type: none"> • Assess impact of conflict/ emergency and use available data to identify areas of highest need • Tailor logistics solutions based on impact of emergency • Leverage existing partners and functioning supply chains • Strengthen storage and distribution network, with a particular focus on reaching remote and affected populations • Build capacity and the development of clear processes, SOPs for distribution practices, including integration 		



Workforce Development

Problem Statement

A persistent shortage of skilled, motivated, and adequately supported personnel continues to constrain immunisation supply chain (ISC) performance across all levels. Many countries lack structured workforce strategies, formalised supply chain roles, and systems for supervision and accountability. Health workers often assume supply chain responsibilities without sufficient training, recognition, or incentives – leading to inefficiencies, and compromised service delivery. These gaps are especially pronounced at the last mile and in transitioning contexts, where workforce capacity is critical to sustaining immunisation gains.

Scope of Investment Area

This investment area focuses on building a professional, well-supported, and adequately staffed supply chain workforce at national and subnational levels. It includes development of workforce strategies aligned with HRH frameworks, capacity-building initiatives through digital and peer learning, structured supervision and performance management, and institutionalised supply chain roles within the broader health system workforce, with emphasis on motivation, equity, and sustainability of the ISC workforce.

Key Strategic Shifts

- From Ad Hoc to Systemic: Transition from fragmented training to comprehensive workforce planning, tracking, and retention
- Professionalisation and Accountability: Formalise supply chain roles and embed performance management systems
- Equity and Inclusion: Promote gender-responsive policies, supportive work environments, and inclusive career development
- Donor Alignment: Align with global and national HRH strategies to ensure coherence, sustainability, and shared accountability

Areas of Opportunity

iSC Workforce Strengthening

- Ensure a consistent, qualified supply chain workforce with catalytic support to pre-service education and professional development.
- Interventions will focus on upskilling and retention of iSC personnel by addressing existing HR gaps, including integration of supply chain competencies into pre-service education and national workforce strategies. This includes the identification of critical supply chain roles and investing in long-term professional development to build durable capacity across all levels.

Supportive Supervision and Performance Management

- Leverage structured supervision and mentorship for consistent, effective support and performance feedback across the supply chain.
- Interventions will optimise supervision structures across all levels, with emphasis on regular, structured support and mentoring. Development and dissemination of practical tools, such as job aids and concise reference material for supervisors and key stakeholders, will reinforce accountability and improve task performance in real-world settings.

iSC Competency and Skills Development

- Expand access to diverse learning approaches to enhance and maintain critical iSC competencies.
- Interventions will prioritise peer learning platforms, self-paced digital training modules, and targeted outreach to last-mile health workers. In countries where community health workers administer vaccines, skills-building efforts will include specific iSC modules to strengthen their capacity in cold chain management, stock tracking, and related functions.

Workforce Professionalisation and Equity

- Support the definition and institutionalisation of supply chain roles and promote inclusive workforce policies.
- Interventions will leverage existing high-quality training materials for in-service programmes, advocate for formal supply chain cadres within public health systems, and promote gender equity in recruitment, training, and career progression. These efforts aim to establish recognised career paths and ensure inclusive and equitable participation across the iSC workforce.

Differentiated Approach

Gavi 6.0 will apply a differentiated approach to country support, tailoring interventions to reflect each country's existing workforce systems, capacity,

and transition status. In fragile or conflict-affected contexts, support will focus on maintaining essential iSC functions through simplified, partner-supported solutions. This includes mapping critical workforce needs, deploying modular training and job aids, and piloting basic supervision systems to reach last-mile health workers. In low-performing settings, efforts will prioritise developing workforce strategies, institutionalising supervision, and expanding digital and in-person training. Formalising supply chain roles and building performance management systems will be key. As countries reach higher programmatic maturity and approach transition from Gavi support, focus will shift to sustaining professionalised cadres, integrating SC roles into civil service systems, and embedding supply chain workforce planning into national Human Resources for Health (HRH) strategies. All interventions will be designed to reinforce long-term system sustainability, government ownership, and alignment with national HRH strategies.

Initial Self-Financing	Preparatory Transition	Accelerated Transition
Low Performing Basic workforce in place with donor-led training. Limited domestic HR planning		
<ul style="list-style-type: none"> • Work with academic institutions to refine pre-service training content to include SC skills and theory aligned with EVM • Implement tools for iSC supportive supervision, including at last mile • Leverage self-paced mobile/virtual learning materials to introduce new and reinforce existing iSC capacity/skills. • Implement STEP2.0 leadership management and coordination (LMC) training programme • Leverage NLWGs for government capacity building (e.g. in areas of planning and data use) 		
Medium Performing National HR strategies emerging. Digital training tools and structured supervision introduced. STEP 2.0 and mentoring programmes in use		
<ul style="list-style-type: none"> • Review existing materials and develop missing SOPs and job-aids aligned to national policies & strategies. 		<ul style="list-style-type: none"> • iSC supportive supervision tools • Pre-service training and internships • Professionalise existing supply chain human resources using supply chain learning pathways • Support government ownership and transition of workforce development activities
High Performing Skilled, accountable workforce led by MoH/EPI. Continuous professional development and performance monitoring systems in place		
<ul style="list-style-type: none"> • Optimise certification and degree programmes and deliver high-level SC expertise for diverse iSC cadre • Structured mentorship, top-up training • Peer to peer learning: workshops, national forums, mini-conferences/ exchange; Link learnings to follow up training activities. • Explore cross- country learning opportunities • Update/create relevant national policies that are aligned with facility-level SOPs 		<ul style="list-style-type: none"> • Optimise digitalisation (including T&T) & cross sector collaboration • Use data for decisions and monitoring performance • Pilot innovative approaches
Fragile/Conflict Fully reliant on partners for staffing and training. No internal HR strategy or supervision systems		
<ul style="list-style-type: none"> • Develop simple SOPs / job aids • Leverage existing training content to support vaccine delivery in emergency settings • Facilitate basic peer-to-peer learning 		

04 Monitoring and Evaluation

Monitoring, evaluation and learning (MEL) are central to the implementation of the iSC strategy and to understanding its contribution to the broader goals of Gavi 6.0. The approach to measurement is aligned with the overall Gavi 6.0 MEL framework and is designed to support both country-level implementation and portfolio-level accountability. It aims to enable countries to track progress, adapt programming, and strengthen performance, while also allowing the Alliance to assess the effectiveness of its investments in iSC.

The indicators presented below are structured along a logical results chain and mapped to the iSC theory of change. This framework outlines the intended outcomes and outputs of Alliance support in the supply chain space, and how these contribute to the impact goals of Gavi 6.0. The indicators reflect the key areas the iSC strategy seeks to influence and are intended to be practical, relevant, and feasible to monitor across diverse country contexts. Where possible, they align with existing country systems and global measurement frameworks to minimise reporting burden and promote consistency.

Aligned with the iSC strategy's differentiated approach, the MEL framework incorporates indicators to assess and set goals for iSC performance. Performance is viewed as a spectrum rather than a fixed category, varying by strategic investment priorities to fit country context. These indicators help tailor support and track progress across different performance levels, including in fragile and conflict-affected settings and will be complemented by targeted learning activities and periodic reviews to support continuous improvement and adaptive learning across the Alliance. These mechanisms foster a culture of continuous improvement, enabling countries to refine strategies, respond to emerging challenges, and share lessons across the Alliance.

The MEL framework also supports partner and donor accountability and transparency, ensuring that investments in iSC are delivering measurable value and contributing to broader health system strengthening. It provides the evidence base for strategic decision-making, resource allocation, and advocacy – reinforcing Gavi's commitment to results-driven programming.

Key Performance Indicators

Outcomes	Indicator	Definition	Data Source
Stock Availability	Stock availability at the district level	Number of Gavi-eligible countries with at least 80% of districts reporting full stock availability of DTPcv and MCV	THRIVE360 and eJRF
Supply Chain Performance	Composite EVM score	Number of Gavi-eligible countries with a score of at least 80%	EVM
Vaccine Storage	CCE functionality	Number of Gavi-eligible countries that have 90% functionality of PQS vaccine refrigerators and freezers	THRIVE360 and eJRF

Strategic Priority Area Indicators

Strategy Priority	Indicator	Definition	Data Source
 Strategic Planning, Governance, and Financing	NLWG Maturity	Number of Gavi-eligible countries with a "managed" NLWG per NLWG maturity framework.	THRIVE360
	Current cIP	Number of Gavi-eligible countries with a fully costed cIP with annual implementation completed at at least 50%.	THRIVE360
 Data Visibility and Use	Data Visibility	Number of Gavi-eligible countries with at least 80% of stores at the LD level reporting monthly (and number of countries doing so through eLMIS)	THRIVE360
	Data Use	Number of Gavi-eligible countries that review and report on the forecast and supply plan at least quarterly.	NLWG FSP reports
 Fundamental Infrastructure Use and Management	CCE Performance Management	Number of Gavi-eligible countries generating quarterly reports based on a functional digital CCE inventory system	THRIVE360
 Supply Chain Optimisation	Alternative distribution	Number of Gavi-eligible countries with at least 70% of health facilities supported by alternative distribution models achieving full stock availability.	Country Partner Consultation
	Integration	Number of Gavi-eligible countries implementing smart integration with immunisation in any critical supply chain function	Country Partner Consultation
 Workforce Development	Recruitment, training and knowledge of staff	Number of Gavi-eligible countries with a EVM2 C4: Human Resources score of at least 80%	EVM



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