2026–2030

Gavi 6.0 immunisation Supply Chain strategy

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Introduction

Introduction

The Gavi 6.0 immunisation Supply Chain (iSC) strategy supports the Alliance's mission to enhance equity and sustainability in immunisation. Co-developed by the Immunisation Supply Chain Steering Committee and endorsed by Alliance partners, it is embedded within the broader Health Systems Strategy and focuses on strengthening supply chains through integrated, responsive, and sustainable approaches tailored to country-specific needs.

Building on Gavi 5.0, the strategy incorporates lessons learned and addresses persistent challenges and emerging priorities. It aims to ensure timely, equitable access to vaccines and directly contributes to improved stock availability and cold chain functionality. Aligned with the Gavi Leap transformation agenda, it promotes simplified processes, consolidated funding, and stronger country ownership.

The iSC strategy outlines how Gavi will work with countries to support routine immunisation, reach zero-dose and under-immunised children, and enable sustainable, life-course immunisation as part of primary health care.

Progress made under Gavi 5.0

Under Gavi 5.0, countries made substantial progress in strengthening immunisation supply chains, setting new benchmarks in performance, innovation, and sustainability. Gavi-supported countries consistently outperformed others in Effective Vaccine Management (EVM) assessments.

Strategic Planning, Governance, and Financing

- Launched the SCIP tool to support end-to-end vaccine management and continuous improvement planning.
- Onboarded seven regional institutions to build technical assistance capacity.
- Revised the NLWG maturity framework and completed baseline assessments in 33 countries.

Data visibility and Use

- Scaled eLMIS and updated Target Software Standards for real-time visibility.
- Advanced traceability through the TRVST project.
- Integrated digital systems (eLMIS, DHIS2, temperature monitoring) into unified platforms.
- Rolled out Thrive360, Data Control Towers, FSP Toolbox, and FSP4All in 15 countries for improved forecasting and planning.

Fundamental Infrastructure

- Deployed nearly 38,000 CCE units across Gavi-supported countries.
- Introduced RTMD policies for real-time cold chain monitoring.
- Piloted human-centred CCE maintenance innovations in eight countries.
- Developed actionable healthcare waste management plans in 10 countries and promoted green technologies in 30 countries.

Supply Chain Optimisation

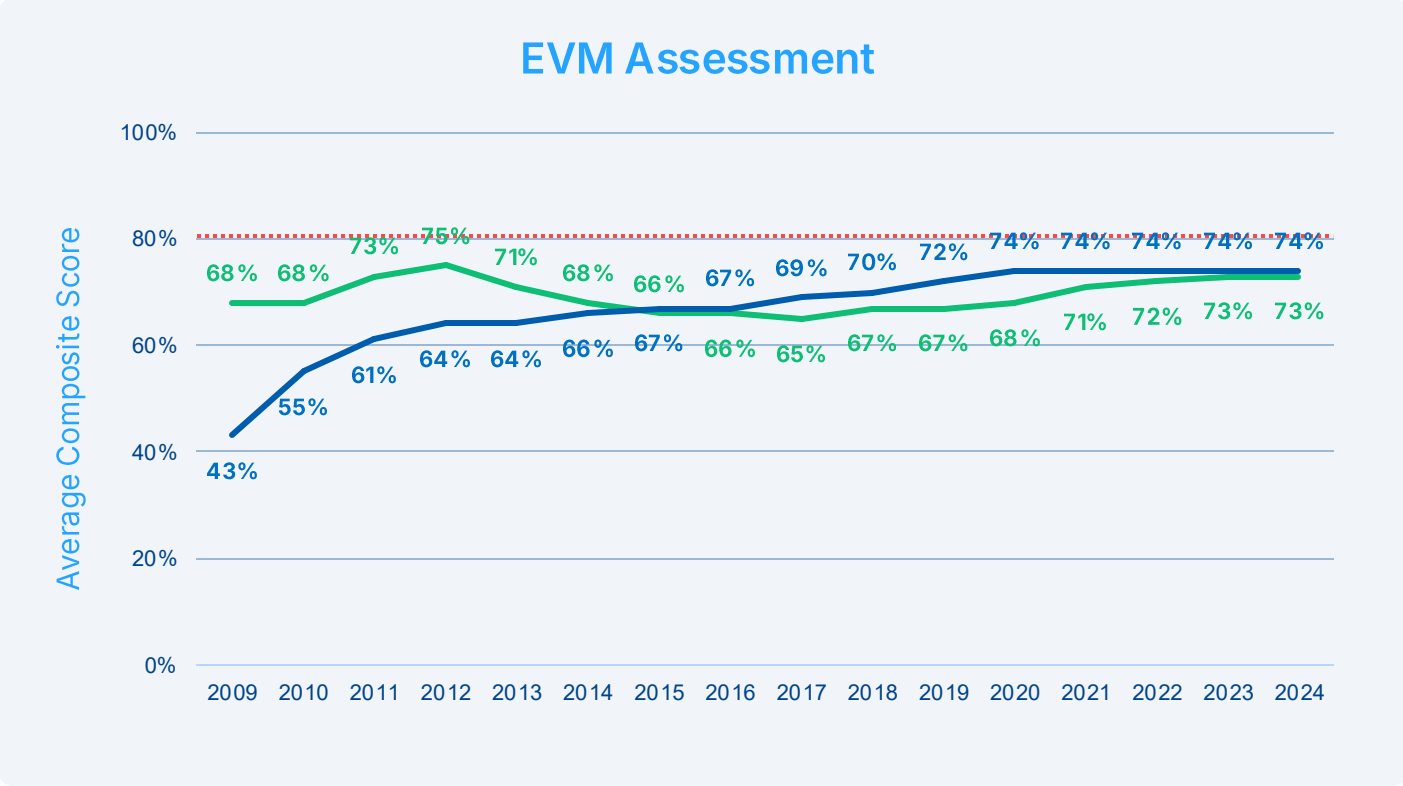
- Conducted system design assessments and launched SCANIT for scenario modeling.
- Implemented the DRIVE initiative in five countries to improve last-mile delivery.
- Supported equity-focused planning and training through the Supply Chain Equity Guide.
- Engaged private sector for drone delivery and outsourced logistics, with notable efficiency gains in Ethiopia.

Workforce Development

- Expanded STEP 2.0, training over 500 supply chain leaders in 20 countries with support from 150 private sector coaches.
- Delivered the program through six implementing partners and aligned with donor organisations.
- Developed and refined a digital supervision tool for last-mile supply chains, aligned with national SOPs and WHO guidance.

EVM score over time

Under Gavi 5.0, countries made significant progress in strengthening health supply chains and setting new standards for performance, innovation and sustainability.



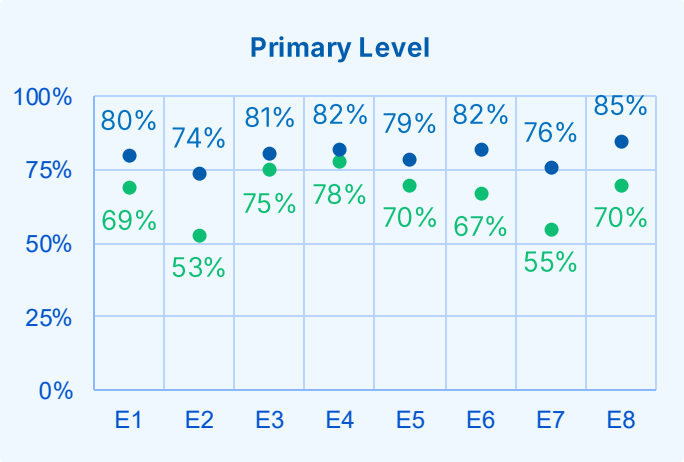
Effective Vaccine Management (EVM) assessment conducted across Gavi-supported countries showed they consistently scored higher than Gavi non-supported countries across all EVM criteria

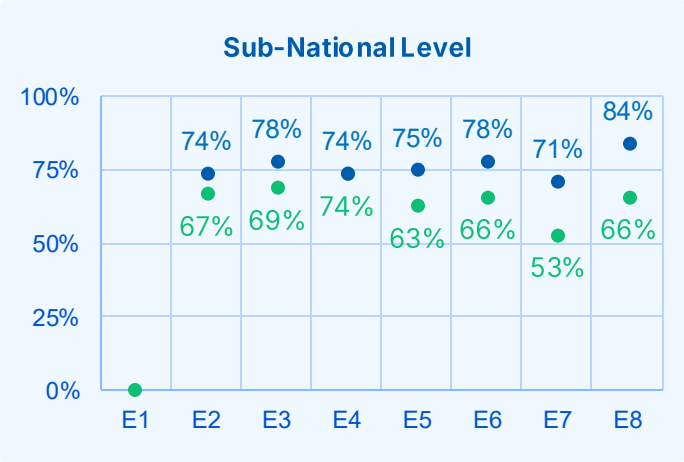
- Gavi Non-Supported Countries
- Gavi-Supported Countries
- Minimum Target

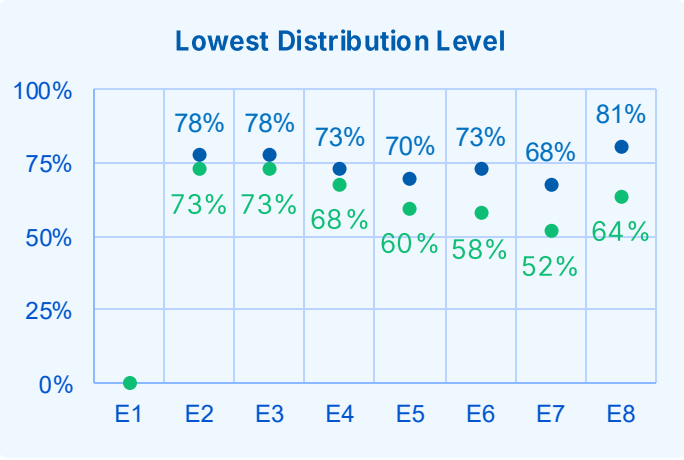
* see appendix for additional data

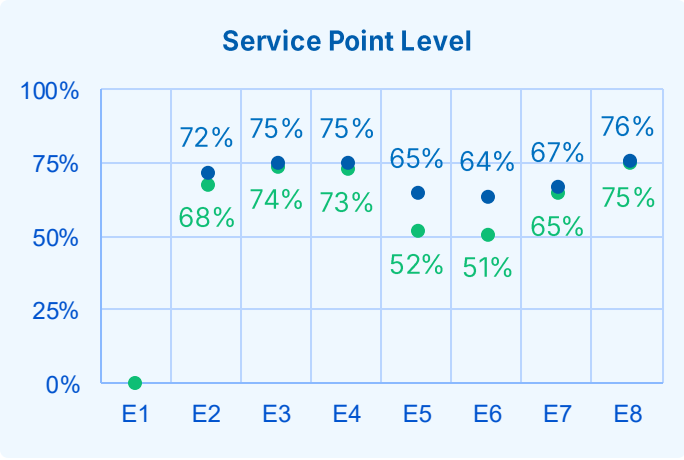
EVM score improvement – by level

EVM Score at First vs. Latest Assessment, by level









The most significant EVM score improvements were observed at higher levels of the supply chain. Service point levels showed more modest gains, highlighting areas for continued focus and investment.

- First Assessment
- Most Recent Assessment
- Minimum Target

EVM Criteria

E1	Vaccine Arrivals
E2	Temperature Management
E3	Storage and Transportation Capacity
E4	Facility Infrastructure and Equipment
E5	Maintenance and Repair
E6	Stock Management
E7	Distribution of Vaccines and Dry Goods
E8	Vaccine Management

Persistent challenges following Gavi 5.0

Despite the progress made under Gavi 5.0, ongoing monitoring through EVM assessments, Thrive360, and programme reporting has revealed persistent challenges that continue to limit supply chain performance and sustainability:

Limited Strategic Planning and Coordination

- Lack of comprehensive planning and coordination hampers effective implementation and sustainability of immunisation supply chains.

Fragmented data systems

- Poor data quality and limited visibility due to fragmented data systems undermine effective decision-making.

Infrastructure and Distribution Weaknesses

- Weak infrastructure and distribution systems impact vaccine availability and increase environmental impact, especially at the last mile.

Parallel supply chains

- Separate supply chains for immunisation and primary health care services lead to duplicated efforts and strained resources.

Human resource shortages and skill gaps

- Shortages in human resources and gaps in supply chain knowledge and skills hinder effective management and operation.

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Gavi 6.0 iSC strategy – Overview

Theory of Change

Gavi 6.0 immunisation Supply Chain strategy (2026–2030)

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

Impact Goals

- Vaccine availability
- Extended reach
- Efficiency
- Sustainability
- Responsiveness
- Resilience

Enablers

Country leadership
Domestic & international funding

Innovation
Accountability

Partner alignment & coordination
Private sector engagement

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

Strong and resilient

Efficient, sustainable and adaptive systems and structures

Timely available

Sufficient vaccines are present at service delivery points when they are needed

Every individual, regardless of location

Equitable access to immunisation services for all populations that need to be reached

Impact Goals coverage

Gavi 6.0 envisions health supply chains as transformative systems that drive equity, sustainability, and responsiveness across the health system. Six impact goals define success forimmunisation supply chain (iSC) investments:

Extended Supply Chain Reach		Ensures vaccines reach the last mile, prioritising underserved and zero-dose populations.
Vaccine Availability		Guarantees consistent access to high-quality vaccines in the right quantities, at the right time and place.
Supply Chain Efficiency		Optimises resources across people, processes, and platforms to reduce waste and cost while improving and reliability.
Supply Chain Sustainability		Promotes government-led approaches that balance short-term gains with long-term financial, programmatic, and environmental sustainability.
Supply Chain Resilience		Builds agile systems capable of adapting to disruptions like natural disasters and disease outbreaks, ensuring continuity of vaccine delivery.
Supply Chain Responsiveness		Designs people-centered supply chains that respond to individual needs and preferences throughout the life course.

Enablers

Successful implementation of the Gavi 6.0 iSC strategy depends on six foundational enablers that empower countries to plan, finance, and manage sustainable, high-performing supply chains:

Country Leadership

Governments must lead with vision and accountability, embedding supply chain governance into national health and development agendas. Their stewardship ensures strategic alignment, partner coordination, and targeted, impactful investments.

Private Sector Engagement

The private sector enhances supply chain performance through innovation, operational expertise, and scalable solutions, especially for last-mile delivery.

Domestic and International Funding

Predictable and well-aligned financing—integrated into broader health budgets—is essential for long-term sustainability and country ownership.

Innovation

Digital technologies, data analytics, and novel delivery models improve supply chain agility, efficiency, and adaptability to evolving challenges.

Partner Alignment and Coordination

Predictable and well-aligned financing—integrated into broader health budgets—is essential for long-term sustainability and country ownership.

Accountability

Institutionalised transparency, performance tracking, and adaptive learning ensure continuous improvement and effective resource use.

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

Design supply chain solutions around the needs of end users to ensure systems are usable, relevant, and equitable—supporting frontline performance through tailored tools, processes, and training.

Standardisation

Apply recognised standards for products, processes, and systems to ensure quality, consistency, and interoperability—enabling integration, scalability, and effective coordination.

Localisation

Empower local stakeholders to lead and adapt supply chain solutions to their context, ensuring relevance, ownership, and long-term impact. Local leadership fosters innovation, accountability, and resilience.

Integration

Embed supply chains within broader PHC and health system platforms through harmonised planning, shared infrastructure, and unified data systems. Integration supports cross-programmatic efficiency and aligns with donor priorities under the Lusaka Agenda.

Key strategic shifts introduced by Gavi 6.0

Differentiation Framework

Gavi's iSC strategy uses a differentiated 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.

The framework is 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 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.

Differentiation Framework

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Fragile/Conflict

Fully reliant on external partners for planning, management, and execution of supply chain operations. No internal capacity for oversight or system improvements

Country transition status

Supply Chain performance

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

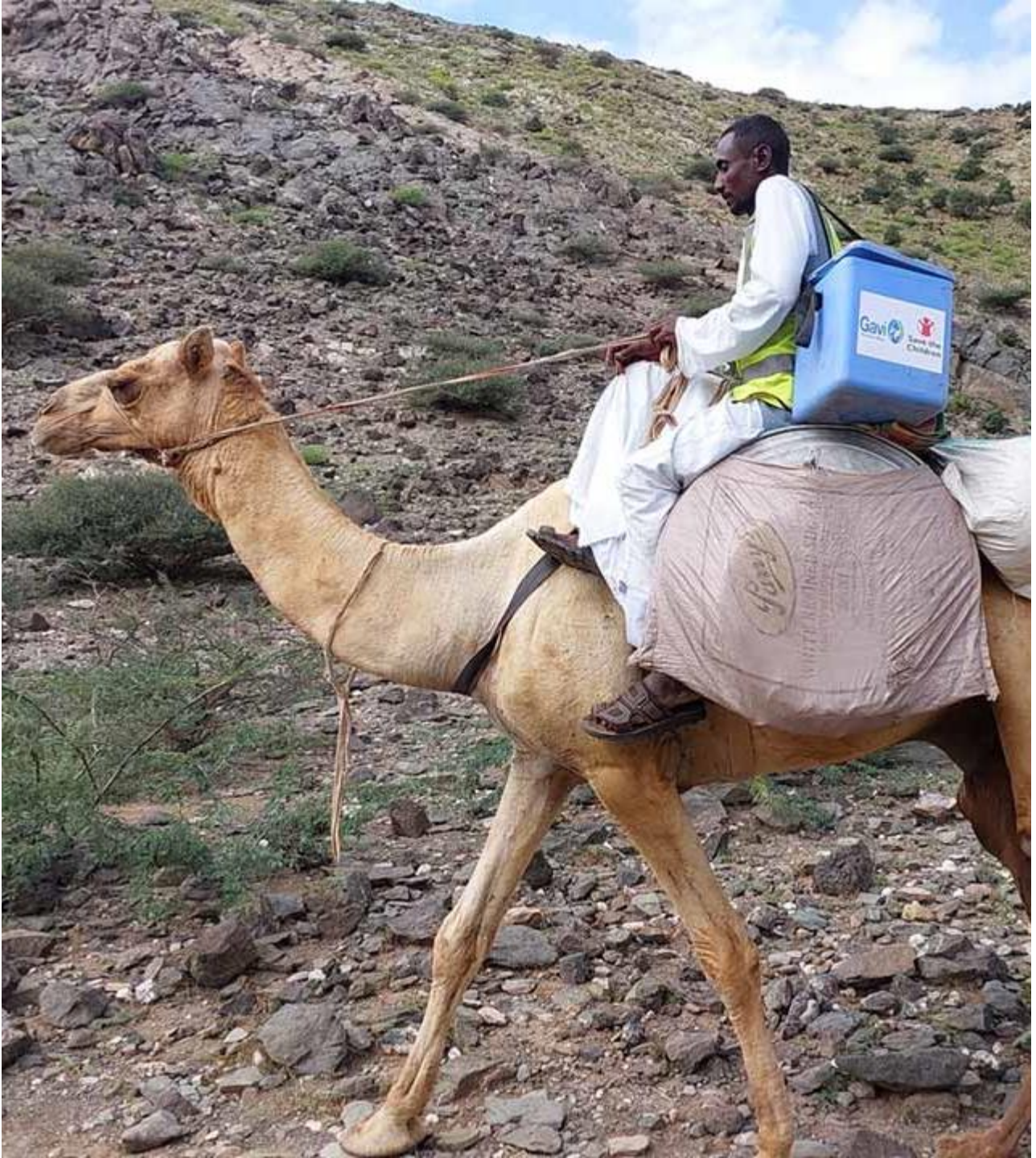
Medium Performing
Collaborates with partners on planning and execution. EPI/MoH provides oversight at national and subnational levels, supported by a functional NLWG

High Performing
MoH/EPI leads planning, operations, and performance management at all levels. Strong internal capacity and a fully optimised supply chain ecosystem

Initial self- financing	Preparatory Transition	Accelerated Transition

3

Strategic Investment Priorities



Strategic Planning, Governance, and Financing

Data Visibility and Use

Fundamental Infrastructure Use and Management

Supply Chain Optimisation

Workforce Development

Strategic planning, governance and financing

Enable country-led planning, governance, financing, and monitoring of costed, evidence-based supply chain strategies integrated within PHC and aligned with national priorities.

Areas of opportunity	Details
Planning	Enhance supply chain effectiveness by developing integrated and costed strategic plans, improving coordination, and standardizing planning and performance monitoring processes. Focus on increasing country ownership and aligning with PHC goals.
Governance	Strengthen collaboration through functional national and sub-national working groups and integration with PHC supply chain platforms. Expand strategic partnerships to improve governance, joint planning, and innovation.
Financing	Promote sustainable supply chains by embedding cost analysis in planning, increasing domestic financing, and building capacity to secure long-term funding. Strengthen understanding of the value and impact of iSC investments.

STRATEGIC PLANNING, GOVERNANCE, AND FINANCING

Differentiated Approach

Fragile/Conflict

Fully reliant on external partners for planning, management, and execution of supply chain operations. No internal capacity for oversight or system improvements

- 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

	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	• 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.	• Drive increased proportion of domestic financing of in-country iSC priorities • Build capacity of in-country programmes to identify sustainable resourcing for iSC	• 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)
Medium Performing Collaborates with partners on planning and execution. EPI/MoH provides oversight at national and subnational levels, supported by a functional NLWG	• 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		
High Performing MoH/EPI leads planning, operations, and performance management at all levels. Strong internal capacity and a fully optimised supply chain ecosystem	• 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	• 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	• Provide targeted TA to countries to support country-led and owned efforts at closing extant gaps

Data visibility and use

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.

Areas of opportunity	Details
Digitalisation of Information Systems	Establish comprehensive national digital health architectures and implementation roadmaps that enable scalable, standardised, and technology-enabled LMIS platforms within the broader digital health architecture.
Integration of Digital Systems	Promote interoperable, standards-based solutions within a digital ecosystem that unify supply chain, logistics, and health information systems with common data standards.
Data Quality, Analysis, and Use	Strengthen systems for data-driven decision-making by improving data literacy, embedding analytics, and institutionalising regular data use and review processes at all levels.

DATA VISIBILITY AND USE Differentiated Approach

Fragile/Conflict

Fully reliant on partners for planning and execution. No internal systems for data collection or use

- 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
- 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

	Initial self-financing	Preparatory Transition	Accelerated Transition
Low Performing Foundational digital systems in place with donor support. Limited routine data use and governance frameworks	• 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	• 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 piloat sites, preparing for gradual expansion.	• Scale eLMIS functionality for end-to-end supply chain integration with Track and Trace systems. • Standardise GS1 implementation across supply chains and ensure gov. leadership in eLMIS operations. • Creating integrated frameworks for vaccine accountability in emergencies. • Initiate basic Thrive360 reporting at selected pilot sites, preparing for gradual expansion.
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	• 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.	• 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.	• 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.
High Performing Fully integrated digital ecosystem led by MoH/EPI. Real-time analytics, predictive tools, and national data governance frameworks in place	• 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.	• 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.	• 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.

Fundamental infrastructure use and management

Ensure the availability, integration, and sustainable use of high-quality infrastructure for vaccine storage, transport, maintenance, and waste management.

Areas of opportunity	Details
Data Systems & Analytics	Advocate for and deploy digital inventories, which are interoperable with country systems and establish mechanisms for transmission of offline data
Cold Chain Equipment (CCE) & Maintenance	Implement robust CCE performance monitoring, strengthening data use, functional maintenance and decommissioning systems.
Infrastructure Sustainability (Solarisation & Waste Management)	Scale solarisation infrastructure initiatives to ensure sustainable energy sources and integrate comprehensive waste management practices into infrastructure management.
Warehousing	Establish and maintain warehousing for vaccines (WICR/WIF) and dry supplies, including enabling improved integration

FUNDAMENTAL INFRASTRUCTURE USE AND MANAGEMENT Differentiated Approach

Fragile/Conflict

Fully reliant on partners for infrastructure and logistics. No internal systems for maintenance or performance monitoring

- 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.

	Initial self-financing	Preparatory Transition	Accelerated Transition
Low Performing *Basic infrastructure in place with donor support. Limited domestic investment and oversight*	• 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	• Improve infrastructure and functionality to increase coverage • Strengthen performance monitoring and maintenance systems	• 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
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*		• 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	• Optimise infrastructure focusing on innovation, efficiency and cost effectiveness leveraging public private sector collaboration as appropriate
High Performing *Efficient, quality infrastructure managed by MoH/EPI. Data-driven performance monitoring and integration with national health systems*	• Optimise infrastructure to support PHC integration for efficiency, cost-effectiveness, and climate resilience, focusing on underserved communities and zero-dose children.	• Optimise performance monitoring and response leveraging optimal public-private sector collaboration	• Institutionalise management processes, performance monitoring and response, leveraging optimal public private sector collaboration as appropriate.

Supply chain optimisation

Promote smart integration and evidence-based supply chain design to enhance efficiency, performance, and last-mile delivery through continuous improvement and context-specific strategies.

Areas of opportunity	Details
Distribution Networks and Processes	Ensure high-quality, efficient, and sustainable storage, transport, management, and waste management.
Smart Integration	Increase efficiency and reduce duplication through integrated system design and implementation.
Outsourcing & Alternative Delivery Models	Improve last mile delivery through new models such as 3PLs and community-led delivery.
Sustainability & Resilience	Build resilient and sustainable supply chains through smart design, maintenance, and climate-friendly disposal.

SUPPLY CHAIN OPTIMISATION Differentiated Approach

Fragile/Conflict

Fully reliant on partners for planning and execution. No internal capacity for redesign or innovation

- 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

	Initial self-financing	Preparatory Transition	Accelerated Transition
Low Performing *Basic supply chain operations with donor support. Limited strategic planning or equity focus*	• Utilise existing data to identify gaps in distribution networks • Consider alternative models for last-mile delivery, particularly to reach underserved and zero-dose children.	• Drive increased proportion of domestic financing of in-country iSC priorities • Build capacity of in-country programmes to identify sustainable resourcing for iSC	• 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*	• Explore the use of distribution network analysis, to assess possible scenarios to optimise the existing network. • Strengthen monitoring of distribution KPIs.	• Mainstream alternative models for last-mile delivery, particularly to reach underserved and zero-dose children, into regular programming.	• 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*	• Systematically use low effort distribution network analysis to improve existing networks. • Periodically monitor KPIs and continuously make improvements	• 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.	• Continuously monitor and improve key supply chain optimisation indicators, • Include scenario planning for disruptions, leveraging predictive software (AI)

Workforce development

Build and sustain a well-staffed, skilled, and motivated supply chain workforce at all levels to enhance operational performance and long-term sustainability.

Areas of opportunity	Details
iSC Workforce Strengthening	Ensure a consistent, qualified supply chain workforce with catalytic support to pre-service education and professional development.
Supportive Supervision and Performance Management	Leverage supportive supervision and mentorship to provide consistent, effective support and performance feedback across all levels of the supply chain.
iSC Competency and Skills Development	Expand access to diverse learning approaches, including peer-to-peer learning and digital tools, to enhance and maintain critical iSC competencies at all levels.
Workforce Professionalisation and Equity	Continued advocacy for well defined and supported supply chain cadre and promotion of inclusive workforce policies.

WORKFORCE DEVELOPMENT Differentiated Approach

Fragile/Conflict

Fully reliant on partners for staffing and training. No internal HR strategy or supervision systems

- Develop simple SOPs / job aids
- Leverage existing training content to support vaccine delivery in emergency settings
- Facilitate basic peer-to-peer learning

	Initial self-financing	Preparatory Transition	Accelerated Transition
Low Performing *Basic workforce in place with donor-led training. Limited domestic HR planning*	• 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 (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 programs in use*	• Review existing materials and develop missing SOPs and job-aids aligned to national policies & strategies.		• iSC supportive supervision tools • Pre-service training and internships • Learning paths - virtual forum professionalise existing SC HR • 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*	• 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		• Optimise digitalisation (incl.T&T) & cross sector collaboration, • use data for decisions and monitoring performance • Pilot innovative approaches.

4

Monitoring and Evaluation

Monitoring, Evaluation & Learning in Gavi 6.0 iSC Strategy

Monitoring, evaluation, and learning (MEL) are central to implementing the Gavi 6.0 iSC strategy and understanding its contribution to Gavi 6.0's broader goals. The MEL approach supports country-level progress tracking and portfolio-level accountability, aligning with Gavi's overall framework.

Indicators are structured along a results chain and mapped to the iSC theory of change, reflecting key areas the strategy aims to influence. They are designed to be practical, relevant, and feasible across diverse country contexts, aligning with existing systems and global frameworks to reduce reporting burden and promote consistency.

The framework incorporates a differentiated approach to performance, recognising it as a spectrum shaped by country context and strategic priorities. It includes indicators for fragile and conflict-affected settings and is supported by targeted learning activities and periodic reviews to foster adaptive learning and continuous improvement.

MEL also strengthens partner and donor accountability, ensuring investments deliver measurable value. 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
Fundamental Infrastructure Use and Management	**CCE functionality**	Number of Gavi-eligible countries that have 90% functionality of PQS vaccine refrigerators and freezers	THRIVE360 and eJRF

Priority Area Indicators

Strategic Priority	Indicator	Definition	Data Source
Strategic Planning, Governance, and Financing	**NLWG Functionality**	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 ≥50%.	THRIVE360
Data Visibility and Use	**Data Visibility and Use**	Number of Gavi-eligible countries with ≥80% of stores at the LD level reporting monthly.	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	**Last mile distribution**	Number of Gavi-eligible countries with ≥70% full stock availability of MCV and DTPcv at health facilities where alternative distribution models are implemented.	Country-level data collection.
	Integration	Number of Gavi-eligible countries implementing integration in at least one of the following areas: storage, transportation, and data systems.	Country-level data collection.
Workforce Development	**Recruitment, training & knowledge of staff**	Number of Gavi-eligible countries with a EVM2 C4: Human Resources score of ≥80%.	EVM

5

Supporting data

Persistent Challenges: Insights from EVM

48 EVM2 assessments conducted in GAVI 57 countries. A total of 2,809 facilities assessed: PR 48, SN 327, LD 940, SP 1494

EVM
Setting a standard for the vaccine supply chain

2019	2020	2021	2022	2023	2024	Not assessed
Cameroon	Cambodia	Bangladesh	Benin	Congo	Burkina Faso	Afghanistan*
Pakistan	Djibouti	Burundi	CAR	DRC	Chad	Ethiopia
	Kenya	Côte d'Ivoire	Comoros	Rwanda	Guinea-Bissau	India
	Madagascar	Eritrea	Gambia	Senegal	Haiti	North Korea
	Nepal	Ghana	Kyrgyzstan	Solomon Islands	Lesotho	Mozambique*
	Niger	Guinea	Lao		Malawi (2)	Myanmar
	Sudan	Malawi (1)	Liberia		Mali	Nicaragua
	Uganda	Nigeria	Mauritania		South Sudan	Syria
		Tanzania	PNG			Yemen**
		Togo	Sao Tome & Principe			Zimbabwe
		Zambia	Sierra Leone			
			Somalia			
			Tajikistan			
			Uzbekistan			

https://evm2.who.int/global/HeatMap

* EVM assessment in progress
** Assessed but excluded from analysis

Lack of strategic planning, budgeting, governance and coordination

Insights from EVM assessments in Gavi-57 countries (2019–2025): In 22 programme management self-assessments, EPI managers highlighted key gaps

		a Human Resources	b Policies & Procedures	Financial Resources			ALL CATEGORIES
		C4	C5	c C6	d OUTPUTS	PERFORMANCE	
Infrastructure management	R1		18			71	45
Equipment management	R2	68	21	71		77	60
IT systems management	R3		25		30	79	45
Human resources management	R4	0	27	55	54	84	54
Knowledge management	R5	50	26		61	66	53
Financial resources management	R6		19	0	64	72	51
Strategic planning	ST	71	41		70		66
ALL CRITERIA		69	27	60	60	75	56

a Unoccupied posts: EPI manager (15%), national cold chain technician (25%), immunization program data analyst (61%); Non-functional NLWG (30%)

b Missing evidence base to inform iSC strategic planning: temperature monitoring study (37%), CCE gap analysis (37%), HR assessment (50%), data-quality audit (50%), etc. Missing ISC strategic planning documents: NIS (37%), multi-year vaccine needs forecast (37%), CCE replacement/ rehabilitation plan (37%), vaccine procurement budget (50%), etc. Policies, roles & responsibilities for EPI programme management not clearly documented: CCE management (81%), IT (77%), HR (70%), SOPs (77%), vaccine needs forecasting (65%), annual work planning (72%), supportive supervision (30%), vaccine arrivals (66%), temperature monitoring (66%), CCE maintenance (82%), stock management (66%), etc.

c Missing financial resources (C6): Program funds budgeted not received in full and on time: for new equipment (39%), for staff development (53%), for vacant program management posts (100%)

d Unavailable Outputs: cIP (25%), cIP implementatxion tracking (50%), ISC training curriculum (50%), ISC operational guidance such as vaccine needs forecasting (55%), annual work planning (66%), supportive supervision (67%), etc.

Supply chain infrastructure and distribution systems

Insights from EVM assessments in 47 GAVI-57 countries (2019–2025): 2,809 facility scores

		Infrastructure	Equipment	Information Technology	Human Resources	Policies & Procedures	Financial Resources			ALL CATEGORIES
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			82	91	61	93	84		79
Temperature management	E2			75	85	68		64	85	76
Storage and transportation capacity	E3	90	a 70		94	75	82	77	97	77
Facility infrastructure and equipment	E4	70	b 79	77			76	79		75
Maintenance and repair	E5			49	87	71	75	f 63	h 86	73
Stock management	E6			87	86	79		69	55	76
Distribution of vaccines and dry goods	E7		c 90	58	73	53	e 73	g 76	i 88	71
Vaccine management	E8				85	75		60		81
Waste management	E9		d 65		79	61	77	63	87	75
Annual needs forecasting	M1				85	71		86	50	77
Annual work planning	M2				77	60	79	67	58	71
Supportive supervision	M3	98	98	73	85	71	70	65		74
ISC performance monitoring	M4			85	76	68		52		63
ALL CRITERIA		73	76	79	83	68	77	69	78	75

a Insufficient capacity for cold storage (7%), coolant pack storage (48%), transportation vehicles (67%), insulated containers (12%)

b Transport unavailable for scheduled distribution, collection or outreach (9%)

c Minimum standard not met for: waste burial facilities (50%), needle burial pit (70%), incinerator (34%), and waste storage facilities (39%)

d Minimum standard not met for: cold/freezer rooms (19%), refrigerators/freezers (26%), generator (58%), mechanical handling equipment (86%), transportation vehicles (28%), refrigerated vehicles (26%)

e Funds budgeted for vehicle fuel are insufficient (28%) or not received in full and on time (23%), and for vaccine transportation or outreach are insufficient (27%) or not received in full and on time (21%)

f Maintenance not carried out according to a documented schedule for CCE (55%) or vehicles (91%), no standard fault reporting procedure for CCE (51%) or vehicles (88%), and CCE repair not carried out promptly (16%)

g Non-functional CCE (11%)

h Scheduled activities do not take place for vaccine distribution (9%) or outreach (19%)

i No documented vaccine distribution plan (21%) or outreach plan (10%), coolant packs not prepared and used according to standard procedures (17%), vaccines not put promptly into cold storage after being unloaded from refrigerated vehicles (27%) or vice versa (32%)

Fragmented data systems and limited capacity

Insights from EVM assessments in 47 GAVI-57 countries (2019–2025). Facilities assessed: 2,809

		Infrastructure	Equipment	Information Technology	Human Resources	Policies & Procedures	Financial Resources			ALL CATEGORIES
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			82	91	61	93	84		79
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Facility infrastructure and equipment	E4	70	79	b 77			76	79		75
Maintenance and repair	E5			c 49	87	71	75	63	86	73
Stock management	E6			d 87	86	79		f 69	i 55	76
Distribution of vaccines and dry goods	E7		90	58	73	53	73	76	88	71
Vaccine management	E8				85	75		60		81
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Supportive supervision	M3	98	98	73	85	71	70	65		74
ISC performance monitoring	M4			85	76	68		h 52		63
ALL CRITERIA		73	76	79	83	68	77	69	78	75

a No computerized temperature monitoring system in cold/freezer room (36%), no 30DTRs in refrigerators (28%)

b No functional computer for supplying stores (31%)

c Inaccurate vaccine and diluent stock records (42%)

d Required fields missing: vaccine stock record form (18%), vaccine request form (3%), vaccine issue form (7%), vaccine receipt form (7%); for supplying stores, no computerized stock management system (45%) that meets minimum requirements (26%)

e Vaccine temperatures not systematically monitored during storage (23%) or transportation (27%)

f Stock levels not documented for all vaccines (27%), stock records out of date (25%) or incomplete (19%), vaccine requests incomplete (8%), vaccine release not recorded (15%), vaccines not inspected and recorded upon arrival (23%), physical vaccine stock counts not conducted regularly (43%), reasons for vaccine losses not recorded (46%).

g No budgeted annual work plan (36%)

h Not monitored: temperature alarm rates (56%), CCE functionality (34%), vaccine stock status indicators (30%), order timeliness and fill rates (36%), unopened vial wastage rates (56%), vaccine forecast accuracy (63%). For supplying stores, not monitored for lower facilities: temperature alarm rates (39%), CCE functionality (17%), vaccine stock status indicators (6%)

i Inaccurate vaccine and diluent stock records (42%)

j Inaccurate/missing annual forecasts (47%)

k Annual work plan implementation behind schedule (44%)

Shortage of human resources, gaps in knowledge, skills & motivation

Insights from EVM assessments in 47 GAVI-57 countries (2019–2025). Facilities assessed: 2,809

		Infrastructure	Equipment	Information Technology	Human Resources	Policies & Procedures	Financial Resources			ALL CATEGORIES
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
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ISC performance monitoring	M4			85	76	68		52		63
ALL CRITERIA		73	76	79	83	68	77	69	78	75

a **No responsible staff** for temperature monitoring (28%), routine refrigeration maintenance (11%), planning vaccine collection/ distribution and/or outreach (16%), annual needs forecasting (7%), annual work planning (22%), monitoring ISC performance (17%); high staff turnover (29%)

Responsible staff untrained in monitoring vaccine temperatures (11%), routine refrigeration maintenance (23%), stock management (13%), vaccine distribution (33%), waste management (23%), vaccine needs forecasting (23%), annual work planning (35%), supportive supervision (15%), ISC performance monitoring (23%)

Responsible staff lack knowledge required for temperature monitoring (12%), vaccine & dry goods storage (13%), contingency response (12%), stock management (9%), using stock management system (15%), vaccine transportation (30%) and management (14%)

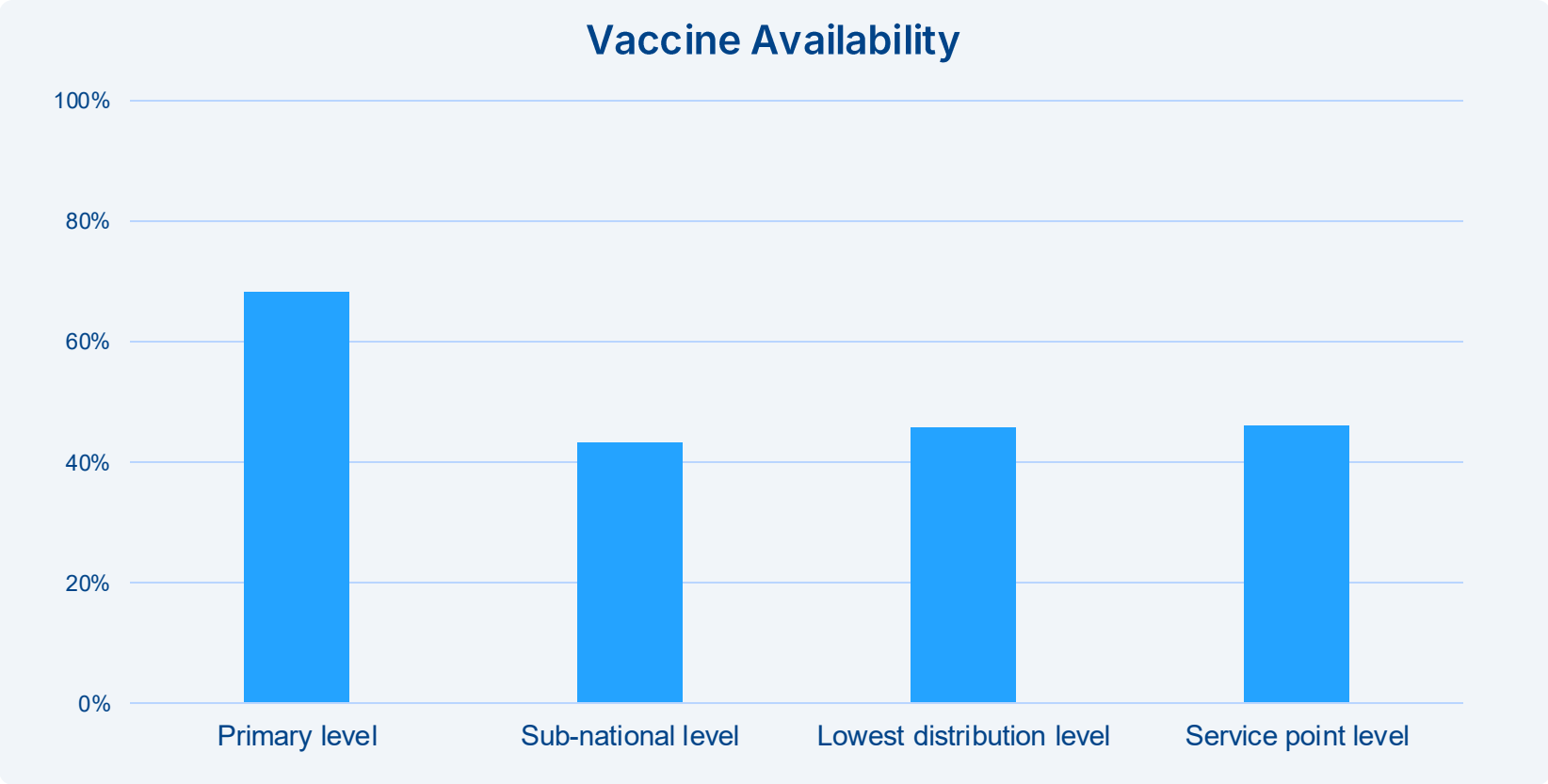
b **No guidance materials** for managers on vaccine needs forecasting (26%), annual work planning (46%), supportive supervision (26%), iSC performance monitoring (41%)

No SOPs for vaccine arrivals procedures (16%), temperature monitoring in storage (72%), temperature monitoring in transport (75%), vaccine storage (25%), emergency contingency for vaccine storage (29%) and transport (47%), routine maintenance of refrigeration equipment (29%), managing vaccine stock transactions (23%), using VVMs (71%), vaccine distribution (33%), vaccine management (29%), multi-dose vial policy (32%), waste management (32%)

SOPs not up-to-date (27%) or written in a local language (23%)

c No fixed schedule for supervisory visits (33%), no record of supervisory visits and findings (24%), scheduled visits do not take place (55%), staff receive no feedback from supervisors (19%)

Persistent Challenges: Vaccine availability at the last mile (AQE)



* Weighted mean of all availability requirement scores

Based on health facility stock records for key vaccines:

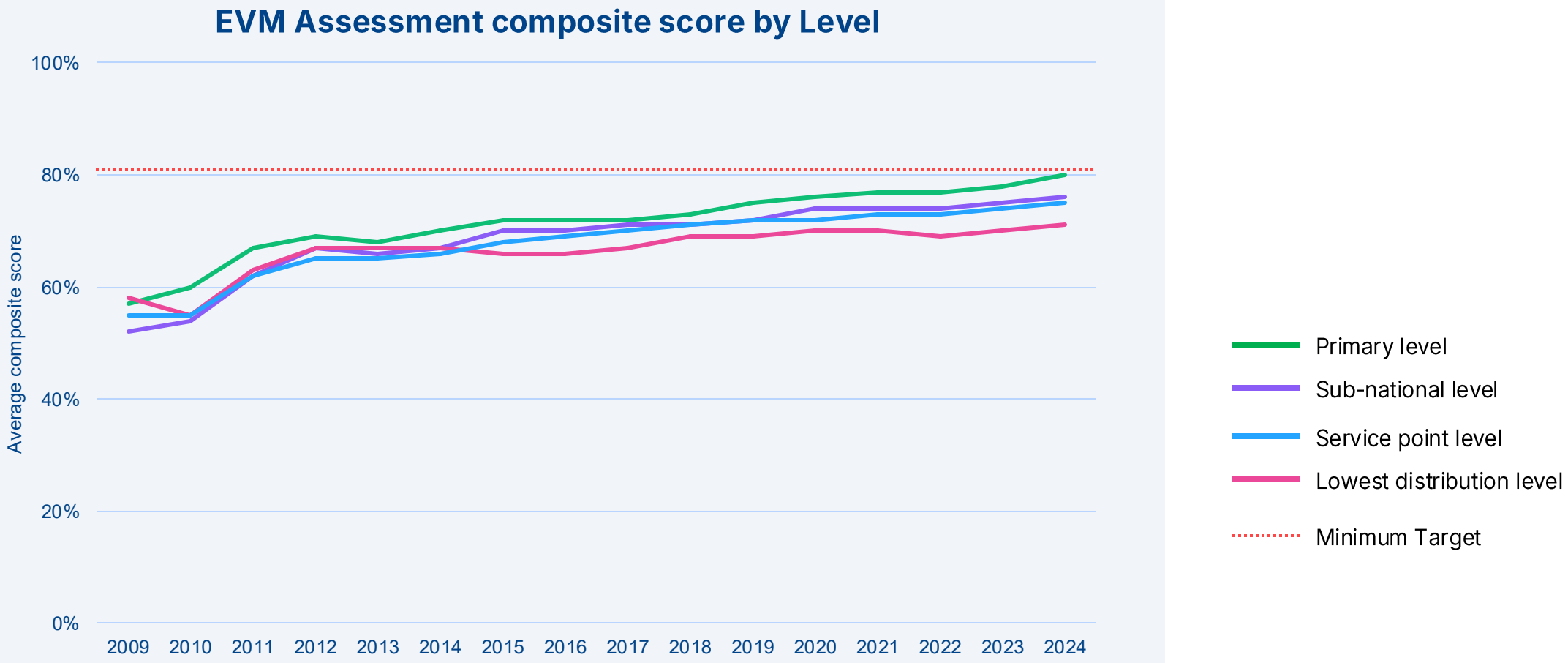
42%

of SP facilities do not receive75% or more of their forecasted vaccine need.

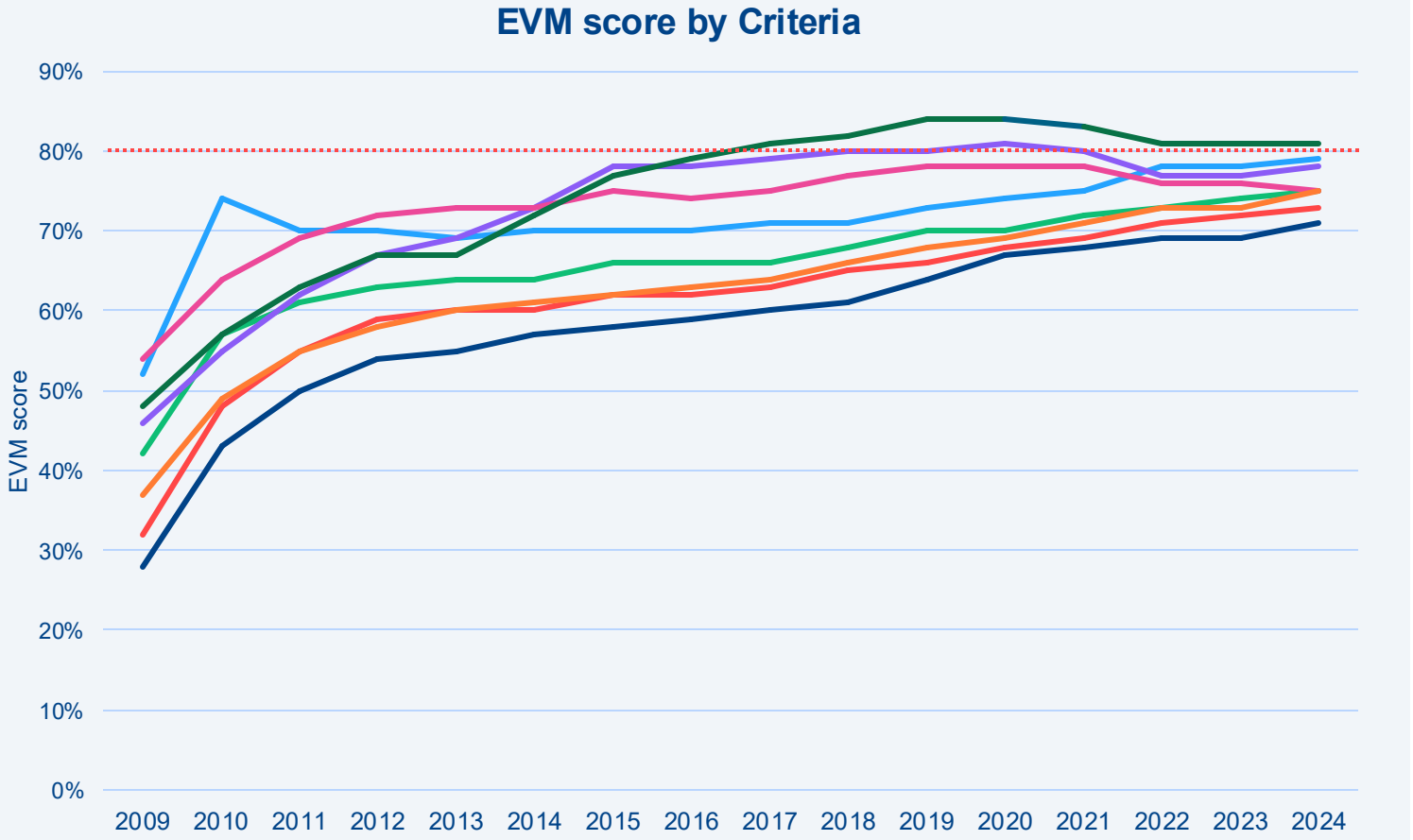
66%

of vaccine requests submitted by SP facilities are not met in full and on time.

Persistent Challenges: iSCs are weakest at the Last Mile



Persistent Challenges: iSCs are weakest at the Last Mile



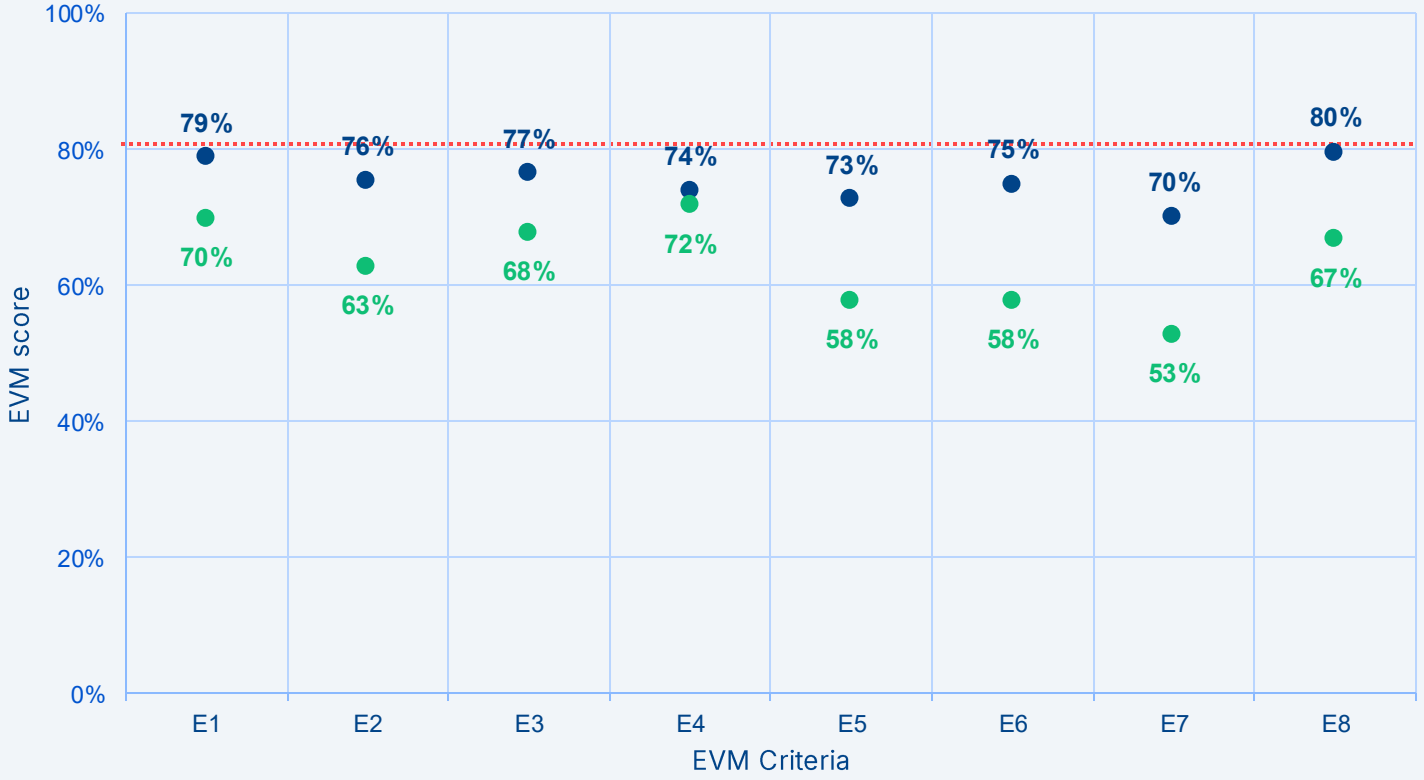
Vaccine distribution, Maintenance & Repair, Stock Management and Temperature Management are weakest iSC functions

EVM Criteria

E1	Vaccine Arrivals
E2	Temperature Management
E3	Storage and Transportation Capacity
E4	Facility Infrastructure and Equipment
E5	Maintenance and Repair
E6	Stock Management
E7	Distribution of Vaccines and Dry Goods
E8	Vaccine Management

E1 E4 E7
E2 E5 E8
E3 E6 Minimum Target

Progress made during Gavi 5.0



Gavi-eligible countries have made good progress across supply chain functions, with the weakest performances in vaccine distribution, maintenance & repair, and stock management

EVM Criteria

E1	Vaccine Arrivals
E2	Temperature Management
E3	Storage and Transportation Capacity
E4	Facility Infrastructure and Equipment
E5	Maintenance and Repair
E6	Stock Management
E7	Distribution of Vaccines and Dry Goods
E8	Vaccine Management

- First Assessment
- Most Recent Assessment
- Minimum Target

Endorsed by the immunisation Supply Chain Steering Committee (iSC2)


Gavi
The Vaccine Alliance