The Gavi Leap:
Transforming the Vaccine Alliance through simplicity, transparency and synergy

Gavi
The Vaccine Alliance



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Malaria vaccine roll-out, Waterloo, Sierra Leone, April 2024
Credit: Gavi/2024/Dominique Fofanah

Foreword

by Dr Sania Nishtar
Chief Executive Officer
Gavi, the Vaccine Alliance

The global health landscape is changing dramatically, requiring organisations to find new ways to fulfill their missions. At Gavi, we are already one year into a radical transformation to help sustain the extraordinary progress in global health we have achieved over the past 25 years. Our guiding principle here: long-term sustainability of our programmes and transition to country ownership, keeping our foundational promise to work ourselves out of our job.

As the best buy in global health, Gavi must also use its proven model and ability to innovate and drive change to help transform the new global health architecture. Our ability to deliver results, contribute to global health security and shape markets is unrivalled, as is our unique sustainability model and track record in delivering a return on investment for donors.

We are therefore making a quantum leap in our ways of working at the cusp of our new Gavi 6.0 strategy (2026–2030) – the 'Gavi Leap' – defining a new course of action within a more demanding international development environment. For it to succeed, we must accept that status quo is not an option. We should not be shy about wanting to ultimately put ourselves out of business: this is good development, and indeed could potentially provide a blueprint for a 'Global Health Leap' based on four mutually supportive principles of Country-centricity, Country self-reliance, Focused mandates and Finite lifespans.

Making this 'Gavi Leap' will involve adopting **simplicity, transparency** and looking for **synergies** in every aspect of our work. These overarching themes are present in each of the five priority areas that are defined in this paper: **Country First**, **Tuning Our Engine**, **Powering Partnerships**, **Embracing the Intelligent Age** and **Harnessing the Future of Immunisation**. Together, these make up all the areas of transformation needed for us to **deliver on our 6.0 strategy and beyond, in the new context of international development**.

Significant changes are already under way. At the heart of the new approach is a **new Gavi Leap country operating model**, which truly places countries first by increasing country decision-making over

financial resources, by making it easier for countries to work with Gavi, by focusing on real solutions for persistent challenges and by promoting immunisation sustainability, holding ourselves accountable for action. The new country operating model will reduce transaction costs for Gavi and its partners – and allow countries to take control of their own immunisation systems and programmes.

Radical changes are already being implemented within the Gavi Secretariat itself with respect to decision-making, internal management structures, policy processes, risk management, and our ability to deliver on time and on budget. We are reforming systems, processes and analytics, with an emphasis on automation – and there is a concrete, time-bound process under way to get staffing and resources right.

Partnerships are no longer 'nice to have'. Our priority will be to deepen existing collaborations with partners including the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), Global Polio Eradication Initiative (GPEI), Global Financing Facility (GFF) and others. In the case of the Global Fund, we are already working together to set out an enhanced and long-term vision for collaboration between the two organisations.

We will pursue alignment and simplification of our work with global health organisations, for example through a 'merger at the last mile' of delivery to drive efficiency, enhance service delivery, and reduce overlap and duplication of effort. And we will leverage humanitarian actors in the increasingly fragile contexts in which we operate. We will work with multilateral development banks (MDBs) to leverage our funding and help drive sustainable transition pathways. We are also calling for new norms for tackling outbreaks and pandemics, for which we are one of the many entities that have a role to play.

The future holds many challenges, but also it offers opportunities, especially by harnessing the Intelligent Age and myriad technological advancements it will bring. We must embrace these and establish a foresight function for agility.

Resilience and innovation are in Gavi's DNA. Our effectiveness and efficiency keep increasing, reinforcing our "best buy" credentials and we continue to be held in the highest esteem by our donors and implementing countries with which we continue to achieve great impact. With their support, and our pioneering spirit, I truly believe Gavi's impact on global health, prosperity, manufacturing and global health security will be greater than ever in the future, with our model continuing to deliver solutions in new and novel ways. At the heart of this will be a focus on empowering and strengthening the countries we serve. Our world is changing, so are we.



Raising Generation ImmUnity, Ho Chi Minh City, Viet Nam, May 2023
Credit: Gavi/2023/Maika Elan

Introduction

Gavi is a uniquely impactful organisation with an enviable track record in impact and innovation. Today it stands at a critical juncture, on the cusp of a new strategic period taking it to new levels of ambition.

External challenges have significantly compounded. While conflict and extreme weather events have been exacerbating health inequities for some time, fiscal challenges and more recently a renewed focus on defence and security have presented our traditional donors with hard choices to make. A dramatic shift in the global health financing landscape is under way. Each organisation needs to reassess its mandate, footprint and comparative advantage in a redefined international development landscape.

At Gavi we believe a new, radical paradigm shift is required to sustain the extraordinary progress in global health we have seen over the past 25 years.

Our impact, our proven resilience, our unique sustainability model, and our ability to shape markets and deliver high return on investment for our donors places us in a strong position for continued, indeed increased, impact in the future even in these resource constrained times.

Building on this heritage and track record, we are making a quantum leap in our ways of working within the Secretariat, with countries and with our partners.

For months now, we have been executing concrete measures to make our model more efficient, more resilient and more impactful. This process will continue this year as we implement plans to trim costs and restructure, which will enable us to work frugally and with the agility required by an uncertain world.

The purpose of this paper is to consolidate an account of the many changes that we have made to date and to present a plan for where we will go next. The potential of these changes is so profound we are calling this plan the **Gavi Leap**.

Making this Gavi Leap will involve adopting **simplicity, transparency and synergies** in every aspect of our work, and indeed you will identify these overarching themes in each of the five priority areas: **Country First**, **Tuning Our Engine**, **Powering Partnerships**, **Embracing the Intelligent Age** and **Harnessing the Future of Immunisation**. Together, these areas make up all the areas of reform needed for us to **deliver on our Gavi 6.0 strategy and beyond in this new area of international development**.

The reforms we are putting in place now will make us more effective, and more valued, than ever before. They may also point the way towards a more effective global health architecture, built on four mutually supportive principles of Country-centricity, Country self-reliance, Focused mandates, and Finite lifespans, which we will cover in the final section of this paper.



Dr Austin Demby
Minister of Health, Sierra Leone

We now have an opportunity for change: change that puts countries in the centre. For us in Sierra Leone, it's very clear – we have a vision and a plan for our country. We want zero preventable child deaths, we want zero 'zero-dose' children in our country. That is our focus: the expectation is for all of our development partners to recognise that.

We are working on four fundamental principles – the four As:

- *To ensure our partners accompany us, in the true sense of accompaniment.*
- *To align with our vision.*
- *To accelerate the pace. Months and years of negotiations are not going to help us.*
- *To be mutually accountable to the people we're trying to serve.*

This is why we're really looking forward to the Gavi Leap. We're taking services to the farthest reaches of the country, embracing Universal Health Coverage meaning no one is left behind, and we want to be partners with you in this.

1 Putting countries first

The essence of Gavi is our mission to increase immunisation where it is needed most. While we are justly proud of the impact our alliance has had, we must also acknowledge that, with immunisation rates plateauing in some countries, the number of zero-dose children growing and resource constraints emerging, new and innovative approaches are needed.

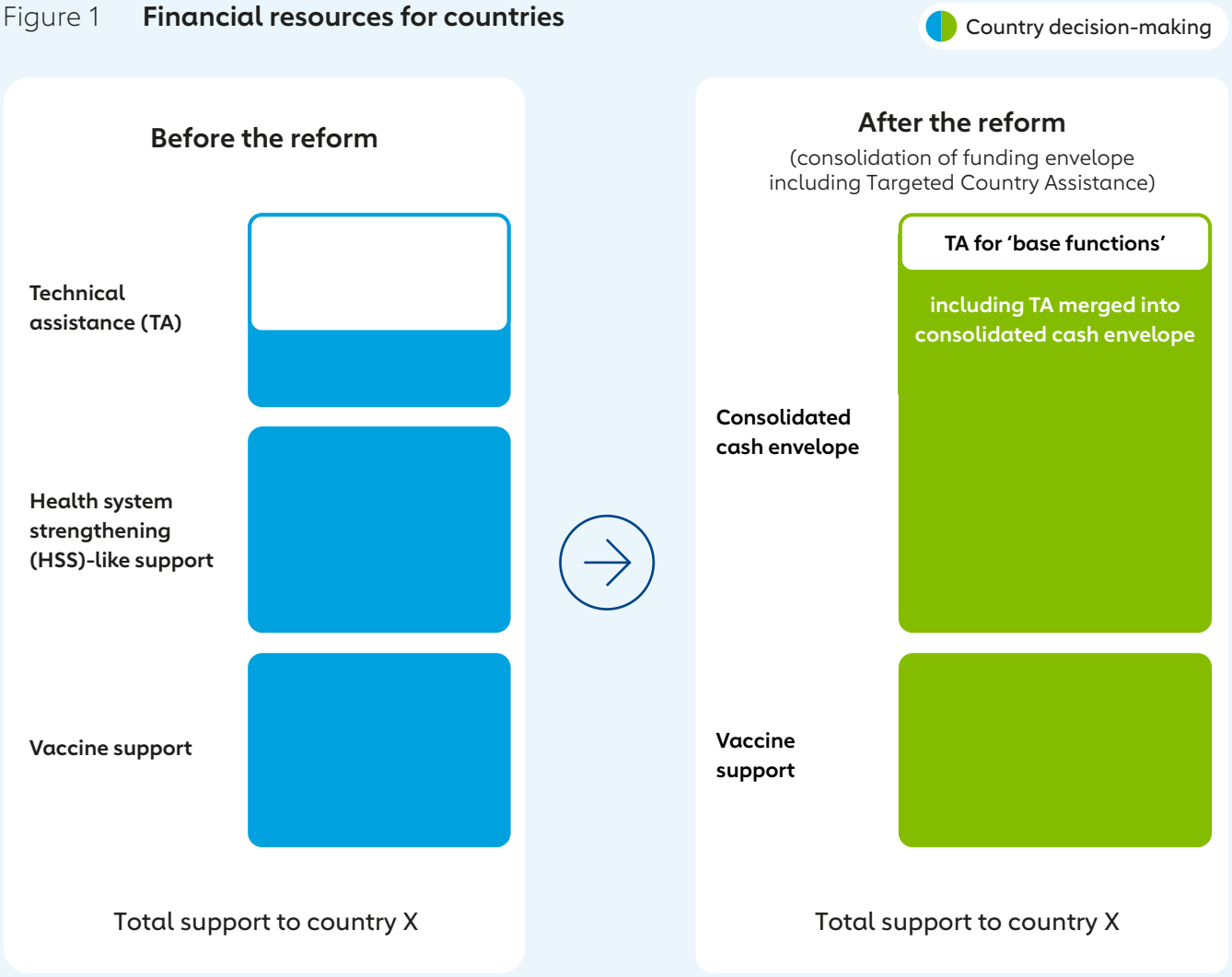
At the heart of our new approach is a **new Gavi Leap country operating model**, which truly places countries first by increasing resources at the decision-making discretion of countries, by making it easier for countries to work with Gavi, by focusing on real solutions for persistent challenges and by promoting immunisation sustainability with ourselves held accountable for action. The new country operating model will also reduce transaction costs for Gavi.

With important steps towards establishing this model already in place, we will increase momentum and trajectory in 2025.

1.1 Increasing country decision-making over financial resources

We have already taken a decision to consolidate and **increase country decision-making over financial resources**, including for allocation of technical assistance. This is a concrete and significant step, moving us closer towards countries in Gavi 6.0.

Figure 1 **Financial resources for countries**



1.2 Making it easier for countries to work with Gavi

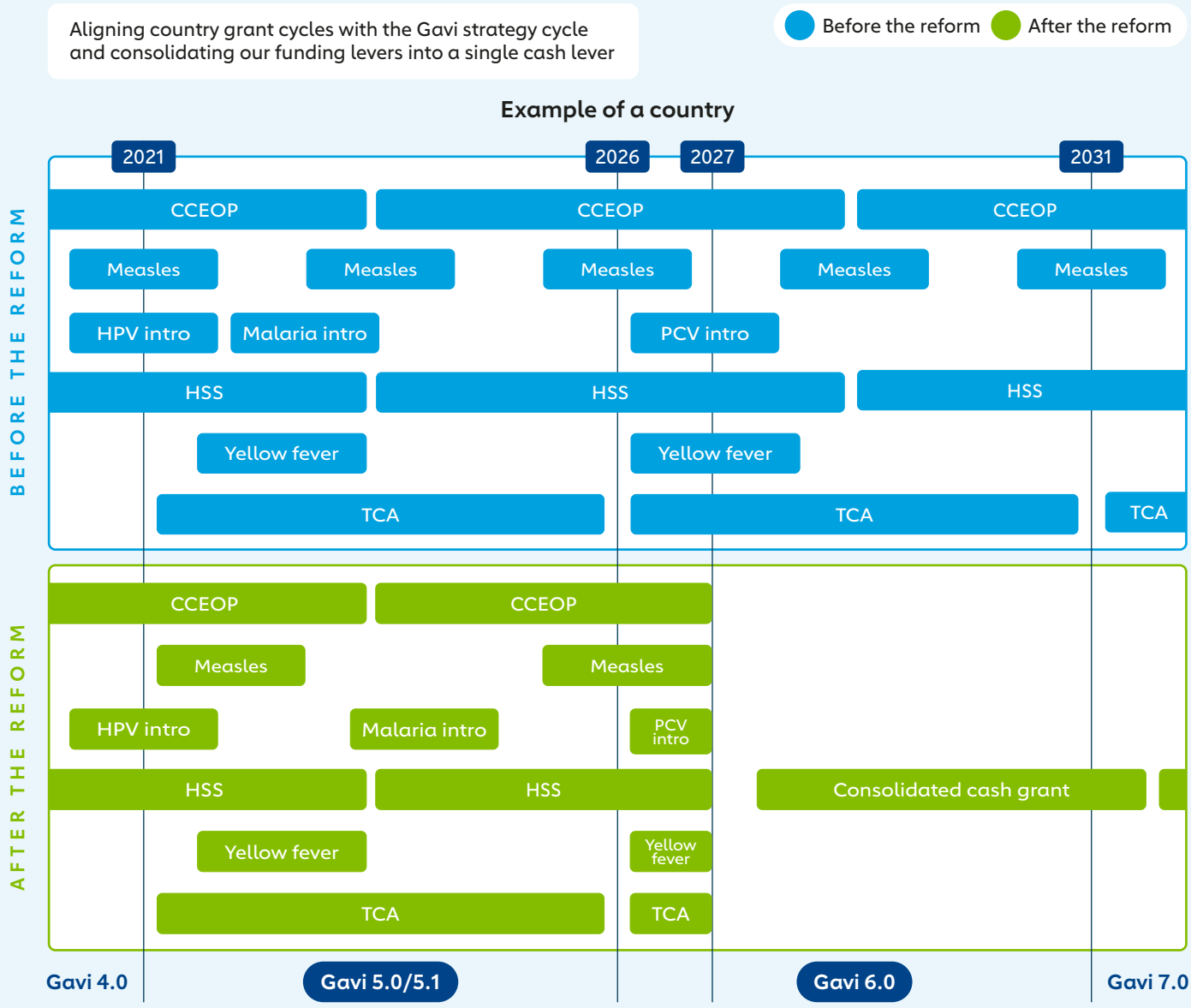
Today, Gavi has eight grant windows, each on a different time cycle. What is more, each country grant cycle is independent of our five-year strategy cycle. This brings obvious challenges related to workload and overall coherence. Programming lags behind Gavi's five-year strategic priorities and timelines, which in turn makes it harder for countries and Gavi to demonstrate impact. It also complicates financial accounting and reporting, and puts countries into never-ending planning cycles, constantly having to deal with funding applications for various funders rather than in a coordinated way, at one point in time. This creates an unnecessary burden for countries. If country-facing staff must always engage in the application process, it leaves less time for monitoring and quality assurance.

The Gavi Leap country operating model is making bold changes to address this once and for all.

Going forward, rather than eight funding applications spanning different time cycles that do not conform with Gavi's five-year strategic cycles, **countries will need to make just one application**. We have already secured Board approval for this major change.

In the future, **Gavi's grants will be aligned** with Gavi's strategic cycle, beginning in Gavi 6.0 with a transition period and then maintaining a consistent five-year cycle. This transition presents a unique opportunity to align our grant cycles with the Global Fund, an objective we are actively pursuing to improve coordination at the country level.

Figure 2 **Reforming our grant-making**



This new, simplified Gavi Leap country operating model will benefit countries by making it **significantly easier for them to work with Gavi**. Together with automation of grant management – referred to below – grant processing time will be shortened. It will also help country-facing staff by reducing complexity and allowing Gavi country teams to focus on their primary role of supporting countries in achieving immunisation outcomes in line with our Gavi 6.0 goals. In addition, this new approach will reduce operational costs.

To enable this strategic shift, we have been working for months on **reform of Gavi's grant management system**. This follows an external review commissioned in the first half of 2024 on the project EVOLVE, which resulted in fundamental changes to the project. After delivering on its time-limited, revised mandate, EVOLVE has now been sunsetted, with the much wider-ranging Gavi Leap Grant Management Reform now integrated into the **CEO workplan for Gavi 6.0 roll-out and grant management reform**. Given the complexity of reforming Gavi's grantmaking function, entailing concurrent policy, process and technology changes, this process will be overseen by the CEO, tracking delivery closely on a weekly basis.

We have also recently established a **Department of Grant Management**, consolidating previously fragmented grant-making functions. This department will be led by our new Chief Grant Management Officer, Amy LaTrielle, who was appointed following an internal recruitment process driven by two Board members.

Meaningful progress is being made to make us a truly country-focused organisation. In 2025, several other opportunities could help move this transformation forward, including through **bolstering Gavi Secretariat country teams**. There is strong evidence to suggest that Gavi country teams are under-resourced for their mandates. Resources for countries, too, are often siloed in different departments. Therefore, one of the objectives of our current organisational review is to address this by looking into how we can reassign staff, unify resources at the country team level and address other pain points such as a lack of clear roles, responsibilities, KPIs and targets to better support these teams.

Another area we will explore to advance our Country First agenda is in **rethinking our approach to country presence**. Today, all Gavi employees are based in Geneva or Washington, DC. While this model has some advantages, it limits our ability to respond quickly and build effective partnerships in Gavi-eligible countries. Our current offices are in among the most expensive cities in the world and generate high travel costs. Our new approach will not involve opening large regional or country-level offices, but we will explore other ways in which we can strengthen relationships and improve our responsiveness to country needs, for example bringing selected roles closer to the regions or countries they work in, in collaboration with governments or Alliance partners.



School-based HPV vaccination programme, Altanbulag, Mongolia
Credit:Gavi/2024/Khasar Sandag

1.3 Working together for sustainable immunisation

Domestic allocation of resources is the most concrete demonstration of country ownership, and in this regard the Gavi model is unique. In 2024, co-financing payments surpassed US$ 250 million for the first time, and 100% of countries met their co-financing obligations (except for six countries granted waivers for humanitarian crises).

Last year saw inspirational commitment by countries – in Africa, via the Abidjan Declaration and later from ASEAN Member States – to boost domestic resourcing for immunisation even further. We plan to help them on this journey by building capacity for resource mobilisation for immunisation through partnerships with multilateral development banks. Our newly revamped Eligibility, Transition and Co-financing (ELTRACO) model also drives towards sustainability, by slowing the acceleration of countries' co-financing obligations over the coming years, creating more flexibility for countries experiencing fragility and conflict, and mainstreaming into our model catalytic support for middle-income countries. Gavi has a long and proud track record of working with the private sector to help bring innovative solutions for immunisation to countries – whether that is drone delivery of vaccines to remote areas or fingerprint recognition to save time at health clinics. The need for that will only rise in the future.

In Gavi 6.0, our portfolio of vaccines is expanding, amid a fiscally constrained environment. Countries will need support to prioritise and optimise their portfolios while we will have to explore many policy questions in the coming months and navigate tradeoffs.

1.4 Holding ourselves accountable for results

One of the best ways to strengthen country ownership is to evolve our Alliance model to enhance visibility and accountability of our results. This starts at the top of our organisation, and it will be done by adopting new, clearer metrics to measure performance.

As part of the reforms to the Alliance Partnership Model for Gavi 6.0, we are preparing **a new approach to performance management of our partners**. Grounded in a simplified funding model for our partners, enabling them to provide critical support and tools to countries, it will include a consolidated partner accountability framework across country, regional and global levels. The framework will focus on fewer yet more meaningful outputs and outcomes indicators and be complemented by independent assessments. Regular reviews of partners' contributions to country performance and their global-level work will be accelerated, enabling us to course correct, alongside a more rigorous learning agenda.



Dr Ahmadou Lamin Samateh
Minister of Health, The Gambia

The Gavi Leap is true partnership. Countries want partners that listen to us, who want to hear our priorities. We may not have the resources of our development partners, but we know our problems better. Working together to solve them will be a win-win for the people we aim to serve.

In the past, working with Gavi we have seen challenges, such as burdensome application processes or differing priorities between ourselves and the Vaccine Alliance, and so I think it's phenomenal that Gavi is listening and reforming based on the needs of countries.

1.5 Real solutions for persistent challenges

Gavi's work can be categorised in two segments – before and after vaccines have been unloaded onto the tarmac!

Whereas the former is streamlined, the latter is dependent on country health systems, which is where immunisation impact can be most improved. In the current environment, this is becoming even more challenging. Within this context and as part of our Health Systems Strategy, we have identified interventions to address specific persistent challenges that often prevent us from reaching zero-dose children, based on clear hypotheses: we have termed these **Country Delivery Flagship Interventions**, since these interventions have the potential to drive change and deliver results. To cite an example, disease outbreaks represent a persistent challenge.[1] Over time, an **'immunisation campaigns economy'** has evolved to the detriment of routine immunisation. Addressing this would involve changing incentive structures and execution modalities. Our Health Systems Strategy for Gavi 6.0 makes room for these along with low-hanging disruptive measures to counter the immunisation campaigns economy, such as mandating use of digital mobile payments, which can help overcome ghost payments – a persistent problem during outbreaks. The infrastructure to enable this exists in most Gavi implementing countries, but its potential remains untapped.

Ranging from mature solutions ready for scale, tighter accountability frameworks, automation of processes, to emerging innovations requiring further testing and ecosystem strengthening (such as AI-driven country microplanning), Country Delivery Flagship Interventions will be actively promoted and invested in to address persistent country challenges. Proven solutions will be scaled up. We will link Flagship Interventions to the Gavi 6.0 Execution Monitoring & Learning (M&L) Framework described below.

We are now commencing on a cadence of **Country Deep Dives**, to drive focused problem-solving, and ensure timely course correction. This will also enable us to provide hands-on support as an Alliance to help countries navigate the new funding and grant-making architecture – as described in the section above – including consolidated cash envelopes and differentiated approaches for fragile and humanitarian settings.

With rising conflict, an increasing number of countries in the Gavi portfolio now face chronic fragility and humanitarian situations. Immunisation outcomes in these countries are typically lower than in other Gavi-supported countries. To address this, we are developing a new approach to Gavi's engagement in **fragile and humanitarian settings** to ensure our policies, programmes and partner engagement is responsive, including for settings where national immunisation programmes do not reach.

Table 1 **Changes in the Gavi Leap country operating model**

Type of change	Purpose
Increasing country decision-making over financial resources	To give countries greater agency over their resources
Reform of grant management	To make it easier for countries to work with Gavi by automating the grant making process end to end; folding eight grant making levers into one; aligning grant cycles with strategy cycles and potentially with Global Fund cycles. To facilitate these changes a new department of grant management has been established.
A new Alliance Partnership Framework	To develop a framework of performance measurement of partners, supplemented by independent assessments
Country deep dives in every Gavi implementing country	To drive focused problem solving around delivery through leadership engagement
A new approach to grantmaking in fragile and humanitarian settings	To ensure policies, programming and partner engagement is responsive in the increasing number of such countries in the Gavi portfolio
Gavi's approach to country presence	To bolster Gavi's country facing teams and to bring teams closer to countries, rather than all country teams being based in Geneva
Support for vaccine optimisation and partnerships with multilateral development banks	To support sustainability of vaccine programming in countries

1 The frame of reference is non-emergency outbreaks. Public health emergencies are covered in the sections below.

2 Tuning our engine

If we are to transform the way we work with countries, we must at the same time transform the way we work with each other. Gavi staff demonstrate passion and commitment every single day, in spite of challenges highlighted by staff surveys and frustration around our complex processes. Since the CEO's 180-day plan was published, a lot of actions have been put in place that hopefully are already having a positive impact on the way we work. However, there remains much more we can do, as an aligned, cohesive team.

2.1 Better decision-making

To improve the effectiveness, accountability, transparency and inclusiveness of our work, a decision was taken last year to **streamline decision-making structures**.

The first step in this regard was to revise the **Board's Delegation of Authority (DOA) Policy**, clarifying the authority delegated by the Board to the CEO and the resulting accountability. This was approved at our Board meeting in December.

As a next step, we revised the Delegation of Signature Authority policy, not only updating it to reflect the latest organisational changes, but also extending it to encompass delegation of authority and decision-making for the entire Secretariat. This has resulted in a full **Secretariat Delegation of Authority and Decision-Making Policy**, or "DADM policy", which determines the authority delegated by the CEO to Gavi staff as well as the decision-making and approval pathways. This represents the first time the Secretariat has had a central, holistic overview of delegation of authority, decision-making and signature authority; and it is implemented with the clear objective of fostering a new and totally transparent empowerment and accountability leadership model.

To bolster safeguards in programmatic decision-making (the bulk of our expenditures), and to promote greater transparency, accountability and alignment on grant readiness, the **Secretariat Grant Operationalisation (GO) Group** (committee) has been established. The GO Group was trialed at the end of last year with applications from two pilot countries (Democratic Republic of the Congo and Liberia) and will now be rolled out across all countries. For a subset of high-value, high-risk grants, GO Group replaces the existing offline grant approval process with an in-person review and approval. It is complementary and not duplicative of Independent Review Committee (IRC) reviews as it focuses on implementation readiness, risks and resolution of IRC recommendations.

To ensure our enhanced decision-making is transparent, consensus-driven, collective and evidence-based, we have **updated our internal management structure** to create four Senior Leadership Team sub-groups. These are: Programme Leadership Team; Resource Mobilisation & External Partnerships Sub-Group; Reform & Prioritisation Sub-Group; and Secretariat Management Sub-Group. All these groups have their own distinct mandates and feed into the Senior Leadership Team as the overarching umbrella. This clean, simple structure replaces myriad previous internal committees and fora (which have been sunsetted), thus reducing fragmentation and improving coherence in the way we work. It improves the quality of our decision-making by ensuring decisions on resourcing and budget (instead of being made on an ad hoc, siloed basis) are now taken by applying the same standards; this is done with a view on priorities, available funding and equity across departments and in a coordinated way – without diluting empowerment and accountability.

Through the Reform and Prioritisation Sub-Group, which meets twice a month, we now have a mechanism to re- or de-prioritise regularly throughout the year, allocating resources as needed in a structured and transparent way. This had been a challenge for Gavi in the past. In addition, all administrative decisions are brought to the Secretariat Management Sub-Group for transparent and inclusive decision-making.

2.2 Institutionalising checks and balances, ensuring transparency

Having responsibility for managing public funds makes it critical that we have in place sufficient checks and balances, even while we are seeking to support greater agility in our decision-making. Therefore, a series of **enhancements to processes and systems** have been established across Secretariat policies, to ensure sufficient guardrails are in place

These include additional steps for contracts in our contract management lifecycle tool; strengthening the approval process for additional resources and headcount; updated standard operating procedures (SOPs) for recruitment and selection of Gavi staff; and strengthened oversight of procurement. With these changes, we can ensure that, while decision-making is decentralised, compliance is always enforced, with the same standards and rules applied universally and transparently.

One year ago, Gavi had 190 internal guidance documents (policies, guidelines, etc.). As a first step, a **Policy Repository** was established to collate all documents and ascertain which ones had approval from the right forum. As a next step, a **Policy on Policies** was established, for normative guidance and a **Policy hygiene workplan** was developed. By June 2025, a total of 50 key Gavi policies and guidance documents – with HR, Procurement, Finance policies and SOPs prioritised – were updated. This structured approach to policy management mitigates risk, enhances accountability, and ensures consistent communication and enforcement.

2.3 Getting resources and staffing right

One year ago, it was recognised that there was an urgent need to address Gavi's escalating operating expenditure to bring it into alignment with agreements previously made with the Board and its committees. It was against this backdrop that we instituted a pacing of recruitment, as well as a flat budget for 2025: the first in Gavi's history. Following this, a Secretariat review was commissioned in early 2025, as part of the 6.0 planning exercise. Details about the principles underpinning the review, the process and timelines have since been communicated to all staff.

We also have to acknowledge that the external environment for development assistance has changed dramatically, with a number of UN agencies and other international organisations now having also initiated reviews of their own. Given the magnitude of change within our ecosystem, we must remain agile and open to further calibrating in the future.

2.4 Automation of processes

We are deploying or commissioning several IT projects to digitise and automate processes. End-to-end fast-track automation of the grant management process is under way; contract management tools are being revamped and upgraded; the Gavi-UNICEF electronic document and data exchange is being deployed; and forecasting and budgeting are being automated through the Forecasting and Budgeting (FaB) project.

These projects will enable achievement of significant efficiencies and transparency, as well as reduce cost, subjectivity and individual effort, freeing up human resource to focus on more strategic tasks. In addition, better data tracking, management, reporting and analysis will be enabled.

2.5 Sharpening planning and delivery

To refine our ability to deliver on time and on budget, we have established a **Delivery Cascade** system, which was successfully piloted under the 180-day plan and is already being used to implement our 2025 objectives. The Delivery Cascade is a set of processes, workplans, tools, dashboards and meeting cadences designed to collectively enable us to map and monitor key milestones as implementation progresses, enhancing transparency and accountability. It is currently being used for Senior Leadership Team meetings and will soon be made available to all staff.

Table 2 **Changes in the internal Gavi Secretariat governance and management structures**

Type of change	Purpose
Decision-making structures	
New Board Delegation of Authority Policy	To clarify the authority delegated by the Board to the CEO and the resulting accountability
Establishment of the Secretariat Delegation of Authority and Decision-Making Policy	This represents the first time a central, holistic overview of decision-making has been established for the Secretariat. It has been implemented with the clear objective of fostering a new and transparent empowerment and accountability leadership model.
Establishment, piloting and upscaling of the Secretariat Grant Operationalisation (GO) Group	This committee has been established to support the IRC and bolster safeguards in programmatic decision-making (where the bulk of our expenditure is incurred) and to promote greater transparency, accountability and alignment on grant readiness.
Creation of a new internal management structure, and four Senior Leadership Team sub-groups (Programme Leadership Team; Resource Mobilisation & External Partnerships Sub-Group; Reform & Prioritisation Sub-Group; and Secretariat Management Sub-Group)	This clean structure replaces previous internal decision-making committees and fora (which have been sunsetted) to reduce fragmentation, institutionalise inclusive and transparent decision-making and priority-setting.
Establishment of a Policy Repository and Policy hygiene workplan	To develop a structured approach to policy management in order to mitigate risk, enhance accountability, ensure consistent communication and enforcement. This is the first time a Policy hygiene exercise was conducted with respect to the 190 internal guidance documents.
Digitisation and automation of processes (End-to-end automation of grant management, and forecasting; improvements in contract management tools and SAP; installation of APIs for electronic document and data exchange between Gavi and UNICEF)	To enable achievement of efficiencies and transparency, as well as to reduce cost, subjectivity and individual effort; and promote better data tracking, management, reporting and analysis; and to free up human resource to focus on more strategic tasks.
Establishment of a Delivery Cascade system – a set of processes, workplans, tools, dashboards and meeting cadence	To refine our ability to deliver on time and on budget, and to collectively enable us to map and monitor key milestones as implementation progresses, enhancing transparency and accountability.
New Risk Policy and Risk Appetite Statement, capacity and systems bolstered to manage treasury-related risks [including a new partnership with the World Bank]; new PSEAH Policy with mandatory staff training and Speak up Campaign.	To manage risk better
Establishment of a Staff Engagement Group and BE WELL Commission; transparency of salary scales; revamp of the Secretariat internal justice system; updating of the Reporting, Investigation and Disciplinary Procedures (RIDPs) and use of metrics to promote equal opportunities for leadership	To transform Gavi's culture
Updated recruitment and selection procurement policy and practices with greater oversight; strengthened approval process for additional resource request	To institutionalise checks and balances and transparency while ensuring agility
Pacing of recruitment, as well as a flat budget for 2025. Ongoing Secretariat review.	To maintain operating expenditure in alignment with agreements previously made with the Board.
New framework of management reporting	To institutionalise use of metrics for decision making at the management level
Data and information hub	To foster a data-driven culture, based on fully immersive data visualisation and enhanced analytical capabilities, including AI-enabled interactive dashboards around key organisational metrics.

2.6 Revamping measurement and evidence-generation

Figure 3 **Funding of evaluations, including through strategic focus areas (SFAs)**



Given the evolving landscape, the necessity to boost operational efficiency and the scale of the Gavi Leap ambition, the Gavi monitoring, learning and evaluation function will undergo a structural transformation, with four key dimensions.

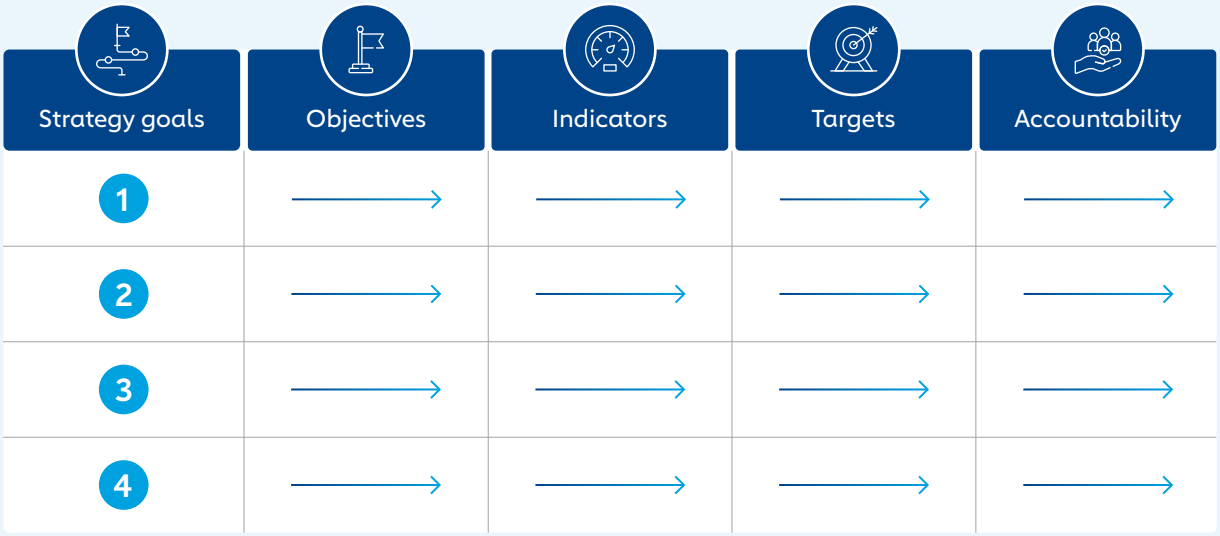
First, to overcome the current fragmentation and inefficient dispersal of evaluation and learning-related responsibilities, management of these activities (including those supported through PEF-SFA and PEF-OPEX) will be consolidated. Evaluations will have complementary oversight from experts and the Evaluation Advisory Committee will be re-cast so we can better benefit from their expertise.

Secondly, we are developing a new measurement framework – the **Gavi 6.0 Execution Monitoring & Learning (M&L) Framework** – to support execution of the strategy. The framework will consolidate various theories of change and performance indicators for different programmatic and business areas, rather than leaving them scattered across teams. Outcome and operationally oriented metrics will link to each Gavi 6.0 strategic objective with clear accountabilities and targets established for tracking and course correction.

Third, there will be a fresh approach to review and reporting mechanisms. Going forward, reporting to the Gavi Board will be based on outcome indicators selected from the Gavi 6.0 Execution Monitoring & Learning (M&L) Framework, segregated by Secretariat vs. Alliance. At the Secretariat management level, a monthly cadence of management reporting has kicked off, reviewing a subset of metrics from the Framework. This will be supported by the newly constructed Data & Information Hub, which will provide fully immersive data visualisation; and enhanced analytical capabilities, including AI-enabled dashboards to interact with and strategise around key organisational metrics, fostering a data-driven culture.

Finally, we will transition towards a more practical and flexible approach to real-time learning. This may involve retainer relationships with research and technical institutes to provide support in an agile manner.

Figure 4 **Learning in real time**



2.7 Culture and accountability

The Secretariat has faced significant cultural challenges for some time. Staff surveys pointed to frustration around complex and time-consuming processes, and some colleagues were reporting burnout. Among the top Senior Leadership Team (SLT) priorities last year was to make a deliberate effort to understand the scope of the issues we faced so that we could begin to rebuild morale and improve our ability to function as an aligned, cohesive team.

We have since reviewed staff survey results, been briefed by the agency that led the diagnosis phase of our culture journey initiative, and engaged with every part of our organisation – Affinity Groups, Staff Council, the Leadership Assistants Network (LAN) and individual discussions with many Gavi colleagues – to collaboratively explore solutions.

Driving cultural transformation will therefore continue to be a key focus this year. We have constituted a **Staff Engagement Group**, chaired by the CEO, and **BE WELL** – an initiative to understand and respond to burnout. Our new Ombudsperson and Staff Counselor are now fully operational.

We remain deeply committed to the use of metrics to promote equal opportunities for leadership, as committed in the 180-day plan, and will ensure **transparency of salary scales** with a clear implementation plan in 2025. We are also ensuring that we have an effective internal justice system in place within the Secretariat. The Reporting, Investigation and Disciplinary Procedures (RIDPs) have been recently updated and notified; and the review of the Whistleblower Policy is scheduled this year as well.

To emphasise, it is the responsibility of every senior leader to drive and sustain this change. As the SLT, we are committed to holding ourselves accountable, collectively and individually, to ensure progress. Together, we will foster a culture where ownership of solutions and accountability are embedded across the organisation. This year is about action, not talk, and with the right actions and a collective commitment, we will achieve the cultural transformation we've been striving for.

2.8 Better risk management

Over the last year, we have been strengthening our approach to risk management. This includes approval of a new Risk Policy and ongoing revision to the Risk Appetite Statement. Capacity and systems to manage treasury-related risks have been bolstered, including automation and a new partnership with the World Bank.

Protection Against Sexual Exploitation, Abuse and Harassment (PSEAH) has also been a key focus. Our new PSEAH policy came into effect on 1 December 2024, with mandatory training for all staff; a Secretariat 'Speak Up' campaign has been launched and implementation of our PSEAH workplan is under way.



Dr Robert Lucien Kargougou
Minister of Health, Burkina Faso

With the Gavi Leap, countries are placed at the centre. This simplifies procedures. It truly takes into account countries' priorities. It empowers countries.

The continent is changing. It is therefore extremely important that Gavi, like all other partners, understands that African countries have decided to take their development into their own hands. Continuing to provide funding while imposing priorities on us no longer works. When we listen to Gavi, we hear that you are aligned with the deep aspirations of African countries. We must now move from words to action.



Health centre, Honiara, Solomon Islands, November 2024
Credit: Gavi/2024

3 Powering partnerships

Partnerships are no longer a 'nice to have' in this fiscally constrained environment. There is simply no room for duplication, fragmentation and competitive behaviours. Synergies with partners is therefore one of the defining principles of the Gavi Leap, with three dimensions:

- closer collaboration with existing partners, including the Global Fund, GPEI and GFF
- new approach to fragile and humanitarian partnerships
- emergency-centric partnerships

We will continue our pursuit of better alignment and simplification of our work with global health organisations. As an immediate step, we will also work even more closely to collaborate with **the Global Fund**. Our shared models, similar modes of country engagement, overlapping roles in malaria (and soon TB) management, create an imperative to collaborate beyond the existing collaboration model. Our proposal is to focus on two areas in particular:

1. to immediately commence **collaboration** – beyond the current opportunistic and ad hoc model – in country-facing activities (jointly investing in systems and infrastructure with full transparency and combining fiduciary activities).
2. to begin preparations for aligning our **grant cycles**. We are on a path to reform our grant windows and cycles (as outlined in section 2.1); and it is feasible to align Gavi and Global Fund grant cycles. We are committed to doing this.

We will also engage our partners with a view to increasing efficiencies at the delivery end of our work through a 'merger at the last mile'. This means moving from an ad hoc model of collaboration to one that is more formal, predictable and scalable. In addition to empowering countries to lead where they are best qualified to do so, such an approach would also free up partners to focus on generating public good at the global level.

The second dimension – reflected in our new approach – is in **fragile and humanitarian** settings where new partnerships with UN and other humanitarian actors are now essential to ensure vaccine access for the most vulnerable populations.

The third dimension is **emergency-centric**. As a co-convener of the vaccines pillar during public health emergencies, Gavi's mandate spans management of contingency funding through its First Response Fund (FRF) and support for vaccine delivery. During the recent mpox outbreak, Gavi's response was swift and decisive. We published a statement on Gavi's role within 24 hours of the mpox emergency being declared; we made operational funds available within 48 hours; and we put in place the largest advance purchase agreement for mpox vaccine doses within three days of prequalification of the mpox vaccine, invoking the FRF for the first time. However, we encountered coordination challenges.

We recognise our defined role in emergencies and acknowledge the leadership of WHO and the necessity of a multi-stakeholder response in these settings, which increasingly now also includes the role of regional partners. Given new interdependencies, we call for new norms of engagement, as this will impact functioning of all stakeholders in emergencies in the future.

We will also continue to build on our strong collaboration with vaccine R&D and manufacturing partners such as CEPI on priorities for the development of vaccines against emerging diseases and the iMCM-Net with respect to end-to-end vaccine management.



National Declaration of Human Papillomavirus (HPV) Immunization, North Sulawesi, Indonesia, August 2023
Credit: UNICEF/2023/Dwi Prasetya

4 Embracing the Intelligent Age

Innovation has always been a hallmark of Gavi, helping us shape markets, improve outcomes and strengthen our balance sheet. Today, technology, particularly AI, has the potential to radically transform our organisation for the better.

At Gavi, we have made infrastructure investments and have already begun leveraging AI within the Secretariat to streamline and enhance our internal operations. We regularly discover more uses and benefits, and the journey will continue. For example, Gavi staff are reading the Gavi Leap paper through an AI-enabled platform, which we hope will facilitate interactive and deep engagement with the content.

At the Secretariat level, we will focus on two things in the short term: use of AI for grant application development on the one hand and actionable analytics on the other.

We have already commenced integrating AI into our digital dashboards' ecosystem. Our goal is to revolutionise analysis and reporting by processing vast data coming through our dashboards quickly and providing actionable insights.

By leveraging AI and maximising the potential of the Intelligent Age, we will be able to enhance **global immunisation equity** in line with our 6.0 strategy.

Our efforts will be anchored in our AI@Gavi strategy, which covers programmatic and in-country dimensions in addition to Secretariat mainstreaming of AI.

Where applicable, we will start with small-scale pilot projects to demonstrate the value and feasibility of AI solutions and then opt for scale-up. Areas include country microplanning, supply chain optimisation and addressing inefficiencies in grant-making.

Additionally, we will explore other technologies, such as blockchain, to ensure that technology supports Gavi's mission at every level – globally, locally and operationally – while maximising its impact on immunisation outcomes. The myriad possibilities presented to us highlight the urgency and potential of this technological transformation. Now is the time for Gavi to seize this moment and lead the way in leveraging technology to achieve its mission.

As we move into an ever more challenging global outlook in fiscal and economic terms for Gavi-supported countries, we will also double-down on our partnership work with multilateral and regional development banks. This will provide further opportunities to leverage and blend Gavi's impactful grant financing for greater impact. Over time, this will also provide support to countries as they transition out of Gavi financing.

5 Harnessing the future of immunisation

Future opportunities and challenges in immunisation must be explored within the context of a global health architecture rethink triggered by our new resource-constrained environment. The system that helped us eradicate smallpox, chase polio into a few corners of the world and massively reduced cases of measles, HIV/AIDS and malaria is also fragmented, at times inefficient and in places even a barrier to progress.

Despite these challenges, our vision for the future is overwhelmingly positive. At Gavi, we have always embraced change, and the Gavi Leap in this context should be seen as the next chapter in our journey of disruption and innovation in global health.

Gavi is ready to lead an important conversation with countries and our partners around a revitalised global health architecture, built on four mutually supportive principles: Country-centricity, Country self-reliance, Focused mandates and Finite lifespans for global institutions:

Country-centricity. Currently countries cope with myriad reporting indicators and cumbersome processes of agencies whose own agendas are not aligned. In the spirit of the Lusaka Agenda, we have taken concrete steps to be responsive to country needs — giving countries more agency over how resources are deployed and simplifying and streamlining engagement.

Country self-reliance. Global health can only be truly country-centric if it is designed to empower and enable countries to take on more responsibility for their health programmes. Otherwise, we simply reinforce the status quo. The Gavi model is predicated on countries paying more towards the cost of immunisation as their national income rises to the point where they become fully self-financing. This model should be applied across the global health architecture.

Focused mandates. Fragmentation and duplication are inevitable corollaries of the mission creep that has set in over the years as organisations take on more roles. As part of our leap into the future, Gavi will remain focused on what we do best (market shaping, pooled procurement and innovative finance) to save lives. Similarly, a new global health architecture must similarly require each institution to focus on its specific comparative advantage.

Finite lifespans. A flaw in our current global health architecture is that very few institutions have sunset clauses written into their articles of incorporation. This includes Gavi and while we say with sincerity that it is our goal to put ourselves out of business, there is no hard and fast timetable for doing so. Having clear timetables for focusing purely on generating global public good while handing over operational duties to countries provides focus and urgency, and a clear incentive to help countries achieve self-reliance. This will be an important theme in our Future of Immunisation work.

Sustaining the Leap will require a systematic approach towards preparing for the future. To inform our approach, we have commissioned a report on the future of immunisation to inform our thinking and are exploring options to establish a **Future Lab**, to question, to challenge and to inspire truly original thinking. And of course, when looking to the future, we will continue to be guided by our past, our heritage of engaging with the private sector, our groundbreaking work with financial institutions developing new innovative finance mechanisms and delivering truly unprecedented results.

Conclusion

As we consider the world around us, we must acknowledge that the global health landscape in which we operate is radically changing. Technologies are advancing, and resources are becoming scarcer. At the same time, mission creep has led to fragmentation and at times competition. Organisations that are incapable of change, of finding new ways to do more with less, will not survive. Those that are resilient, agile and continue to deliver results will flourish.

Our alliance faces stern challenges in the weeks, months and years ahead. We are up to the task of tackling these challenges head on. While in the future it will certainly look different to how it does today, Gavi will prevail. Our donors remain committed to our mission, as do implementing countries with which we continue to achieve great impact. With their support, and our pioneering spirit, there is no doubt that Gavi's impact on global health will be greater than ever in the future, with our model continuing to deliver solutions in new and novel ways. Our world is changing, so are we.



Malaria vaccination, Kongo Central, Democratic Republic of the Congo, October 2024
Credit: UNICEF/2024/Carmel Ndomba Mbikayi

Notes

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