



**Linked Immunisation
Action Network**

Strengthening Resilience, Equity, and Sustainability through Collaborative Learning

By 2030, it is estimated that 70% of the world's under-immunised will be living in middle-income countries (MICs).¹ While most countries have sustained immunisation programme performance following the transition from Gavi support, some have gaps in programmatic capacities which can create a risk of backsliding in vaccine coverage. This risk has increasingly become a reality amid the COVID-19 pandemic, presenting a significant threat to intra-country equity, as backsliding disproportionately affects the most vulnerable populations. Despite higher average immunisation investments, never-Gavi MICs with comparable income levels to former-Gavi countries lag behind on introductions of critical vaccines and/or face coverage and equity challenges. Unless these countries are supported to introduce such lifesaving vaccines, inter- and intra-country inequities will persist. This reality is now compounded by a dramatic contraction in global health financing. Since 2021, global health funding has been cut in half, with particularly sharp reductions in immunisation financing.²

Since late 2019, the Linked Immunisation Action Network (Linked) has been an integral component of Gavi's strategic approach to engaging with MICs and achieving the MICs outcomes and objectives. Linked's collaborative learning approach recognizes the experience and expertise that

The Linked Immunisation Action Network facilitates a collaborative, peer-to-peer learning approach that brings countries with common challenges together to discuss those challenges and their experiences implementing approaches and strategies to address them. Countries may have access to global guidance and evidence but often report a lack of practical "how-to" implementation knowledge gained from other countries' experiences.

Collaborative learning goes beyond convening countries on a specific topic to facilitate a structured learning process in which country participants facing common challenges systematically share knowledge and generate new ideas to tackle complex issues and achieve their goals. It creates a shared space to discuss and analyze the root causes of implementation challenges.

Linked continues to support countries in translating learnings into action. After a country identifies an approach or strategy to address a barrier to sustainable immunization coverage or new vaccine introduction, Linked supports the country in developing and implementing an action-oriented roadmap to adapt and implement the approach or strategy within its own context.

¹ Source: *Gavi's Approach to Engagement with Former and Never-Eligible MICs, Report to the Board, June 2022*

² Financing Global Health, 2025; Institute for Health Metrics.

exists within MICs and brings together country practitioners, technical experts, and immunisation partners from MICs to identify common immunisation programme challenges and the promising practices that will lead to greater resilience, equity, and sustainability. It facilitates a highly participatory and action-oriented collaborative learning process whereby countries can deconstruct their own assumptions about challenges and the strategies to overcome them.

By working with and through regional and country-level partners, Linked engages countries' broader immunisation ecosystem to ensure the uptake of the knowledge, approaches, and good practices gained through network learning engagements translates into actions that contribute to greater impact within countries. Linked's proof of concept demonstrated that peer-to-peer learning is a catalyst for action and a complement to direct technical assistance, enabling countries to support one another as mentors, problem-solvers, and accountability partners.

To help illustrate how Linked's collaborative learning activities and resources contribute to country progress towards the MICs outcomes and objectives, we present the stages of Linked's country causal pathway, from identifying key barriers to sustainable and equitable vaccine coverage and new vaccine introduction, to identifying workable strategies or lessons to address those barriers, to implementing those strategies to progress toward strengthened immunisation system outcomes.



At the end of the Gavi 5.0/5.1 strategic period, this brief builds on the previous proof of concept to incorporate additional evidence from demonstrator country case studies, two networkwide surveys, and evaluations from each of the network's engagements conducted to date to:

1. **Describe the effectiveness and added value of Linked's collaborative learning model.** The evidence demonstrates that Linked is supporting countries in identifying risks and barriers, surfacing workable strategies, adapting and implementing new approaches, and strengthening the knowledge, skills, and relationships essential for sustained improvements in immunisation programs.
2. **Articulate Linked's contribution and impact relative to the MICs outcomes and objectives.** While not directly accountable for achieving the MICs Approach outcomes, the evidence demonstrates that Linked is an enabler, a catalyst, and an accelerator for countries' progress toward greater resilience, equity, and sustainability.

The Country Causal Pathway: How Linked Facilitates the Translation of Learnings to Action and Impact

Countries Join Linked Network

When countries join Linked, they become part of a global community seeking workable, yet transformative approaches to address persistent immunisation programme challenges. Evidence tells us these collaborative learning engagements are highly valuable to members. 98% of Linked participants who completed post-engagement evaluation forms were satisfied with the technical quality and facilitation of Linked’s collaborative learning activities in 2025.

Countries Identify Common Barriers to Sustainability, Equity, and New Vaccine Introduction

Through facilitated discussions, country presentations, and peer exchanges, participants explored the root causes and drivers of these challenges. In 2025, 89% of Linked members reported that these engagements directly supported their identification of specific risks or barriers to sustainable coverage and equity—ranging from data management gaps to challenges in reaching zero-dose children.

Collaboration With Gavi Alliance Partners

Gavi Alliance partners—particularly WHO and UNICEF—are essential to the MICs Approach. Linked complements partners’ technical assistance by providing a space for collaboration, peer exchange, and shared problem-solving.

- **80% of partners** agree that Linked engagements improve immunisation programme performance.
- **92%** agree that Linked advances or complements their organisation’s immunisation objectives.

“Peer learning is essential and Linked provides that support—complementing other training and guidance.”
– Global-level Partner, Immunisation Financing

Partners report that Linked supports their efforts to:

- Better understand country needs related to preventing backsliding or introducing new vaccines.
- Generate political momentum on key challenges.
- Build connections between governments and partner organizations.

A New Model of Collaboration: The Linked-UNICEF HPV Vaccine Introduction Engagement

In November 2025, Linked and UNICEF’s Regional Office for MENA jointly hosted a collaborative learning engagement on the introduction and delivery of the HPV vaccine. This event showcased an optimal model for integrating peer learning with UNICEF’s technical guidance.

Countries Identify Workable Strategies, Good Practices, and Lessons

With barriers more clearly defined and/or more comprehensively understood, countries turned to the network’s collective experience and expertise to identify practical solutions for the way forward in

overcoming these barriers. Peer countries share their strategies and experiences implementing different approaches – what worked, what did not, and why – and through structured, facilitated, collaborative discussion, countries discover, and often co-create, best practices and lessons learned; understand the contextual factors contributing to success or failure; and articulate the practical “how-to’s” for implementing different strategies. In the 2025 survey, 70% of members reported identifying concrete strategies, lessons, or good practices they could adapt at home. Engagement evaluations reaffirm this: 100% of participants reported leaving each activity with at least one workable approach they intended to implement.

The main achievement has been the ability to draw on experience and hear the testimonies of other countries. This supported our vision and analysis for building a national plan to increase coverage and find zero-dose children.”

– Ministry of Health, Honduras

These strategies span the breadth of immunisation programme activities, e.g., practical tools and approaches to strengthen the effectiveness of supportive supervision; strategies and best practices for the preparatory phase to support successful HPV vaccine introduction; and approaches to develop and integrate individual electronic immunisation registries.

● Countries Adapt and Implement New Strategies

Linked’s structured action planning process supports countries in adapting and implementing lessons learned from network engagements – in the form of workable strategies, good practices, and lessons learned. The development and implementation of these action plans are fully owned by the countries. 93% of countries that developed Linked action plans leveraged domestic and/or partner resources to advance activities within the action plans. 80% of countries integrated network learnings into national operational plans, policies, or strategies. For example,

Country Action Planning: Linked’s Unique Approach

Country Ownership and Accountability

Linked’s action planning process is central to its effectiveness. Rather than prescribing solutions, Linked facilitates a structured process through which country teams identify strategies for adaptation and implementation. Because countries draft their own action plans, ownership—and follow-through—is high.

The network also convenes follow-up virtual sessions to maintain momentum and accountability. Countries frequently cite these touchpoints as vital reminders that keep implementation on track.

“Each time we met virtually after engagements, the action plans reminded us of our commitments, and the meetings held us accountable.” – Former Program Manager, National Immunisation Program of Armenia

Dedicated Time for Country Teams

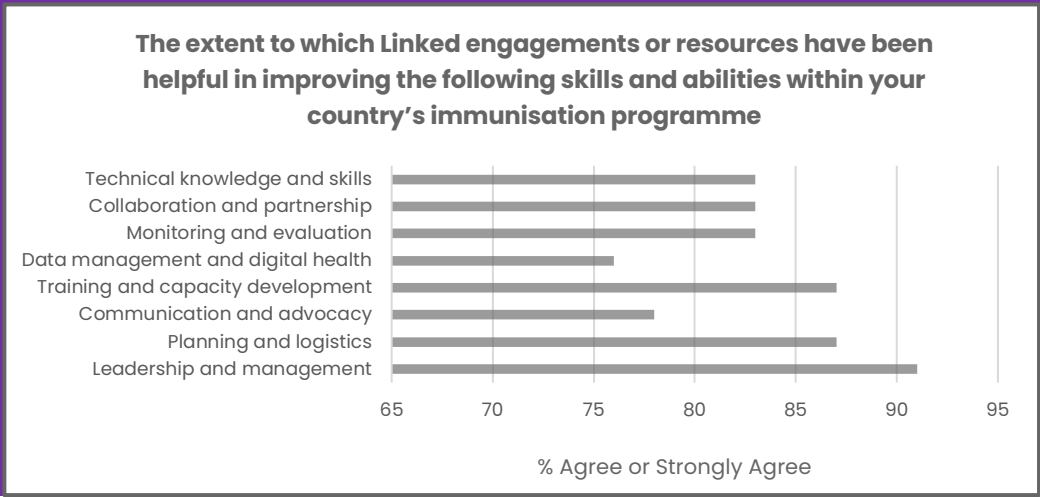
Linked engagements deliberately provide protected time for cross-sectoral teams to reflect, discuss, and jointly analyse challenges.

Network members consistently identify this collaboration time as one of the most useful aspects of Linked engagements, and many report that it has led to improved coordination back home. Participants find the structure—objectives, activities, timelines—useful for internal coordination and for communicating priorities to partners.

Angola and Tunisia integrated learnings on HPV vaccine communication strategies into their introduction plans; Indonesia adopted digital transformation best practices; and Armenia, Bhutan, and Vietnam formalized collaboration between the immunisation programme and other government departments or institutions.

Countries Achieve Immunisation Programme Outcomes

As countries continue to test and refine new approaches and strategies, 85% of countries also reported stronger programme leadership, technical, and operational capacities, as a result of the knowledge shared through the network, enabling countries to address barriers to sustainable coverage, equity, and resilience, as shown in the 2025 network-wide survey results in the figure below.



These results demonstrate how Linked contributes to countries' and MICs' outcomes, as well as the value of Linked's collaborative learning approach — **countries move from shared challenges to shared understanding and shared solutions — and ultimately to tangible improvements in the strength and sustainability of immunisation programmes.**



Country Country Snapshot: Bhutan

Collaborative Learning for Digital Immunisation Systems Strengthening

Bhutan's experience demonstrates how meaningful and sustained progress can emerge when countries translate Linked learnings into practical, contextually appropriate action. Having participated in multiple Linked engagements — including a study tour to Australia and learning exchanges on digital immunisation systems in 2024 and 2025 — Bhutan reflected on its challenges of low IT literacy, inadequate health worker training, and gaps in immunisation data quality and completeness. Then, from the diversity of models presented and discussed during Linked's engagements, Bhutan gained actionable insights on the “how-to's” of capacity development, data security, privacy protocols, supportive supervision, and equity-focused strategies for reaching missed children.

These learnings were the catalyst for a series of concrete reforms to strengthen Bhutan's digital immunisation system. The country improved coordination across programmes, integrated immunisation and data-management training into the national medical school curriculum and streamlined the Electronic Patient Information System (EPIS) to reduce the data entry burden on health workers. Bhutan also developed Standard Operating Procedures for vaccine data systems, instituted quarterly performance monitoring, secured a dedicated budget for supportive supervision, and collaborated with system developers to prioritize secure data management practices. Bhutan also began embedding many Linked learnings into its National Immunisation Strategy (2025–2029), including enhanced data management, stronger interdepartmental coordination, and a commitment to reaching every child.

Bhutan's progress illustrates how collaborative learning — with complementary technical assistance and guidance from Alliance partners — sparked system-wide improvements in data quality, equity, accountability, and programme resilience. It is a compelling example of Linked's ability to function as both a catalyst and an accelerator of long-term immunisation strengthening.

Country Snapshot: Mongolia

Peer Inspiration for Rapid, Practical Local Innovation

During a 2024 learning exchange, which focused on demand generation for HPV vaccination, Mongolia, having only recently introduced the vaccine, learned about Kosovo's *Immune Patrol*, a digital game designed to strengthen children's immunisation literacy. Recognizing its potential while also aware of the limited digital access in rural and nomadic communities, Mongolia adapted the concept into a fully analogue board game tailored to its own country context.

The resulting board game, *Unisafe*, simulates everyday environments—home, school, market, and clinic—and uses decision cards, scenarios, and collaborative play to build children's understanding of vaccines, disease risk, and misinformation. Early pilots show high student engagement and active parental involvement, enabling learning to extend beyond the classroom. Teachers and youth leaders report that the game is easy to facilitate and well-suited for low-connectivity areas.

Inspired directly by a Linked collaborative learning engagement, Mongolia now plans to refine the game, develop facilitator guides, and explore national scale-up, demonstrating how a single shared idea can evolve into a culturally grounded tool for building long-term confidence in vaccines.

Collaborative Learning as Essential Infrastructure for Stronger Immunisation Systems

The evidence generated to understand and, where possible, quantify Linked's contribution to improved outcomes and impact demonstrates that collaborative learning delivers benefits far beyond individual engagements or country-specific outcomes. Linked strengthens the underlying systems, relationships, and capacities that make resilient immunisation programmes possible. It surfaces the kinds of "softer" but essential shifts—greater motivation, stronger communication, deeper trust, and more effective coordination—that traditional monitoring frameworks rarely capture but which are indispensable for long-term progress.

In 2025, every participant in Linked's in-person workshops reported increased motivation to act, and 98% reported greater awareness of strategies to strengthen and sustain immunisation coverage. These changes translate into wider improvements in core capacities that countries rely on to protect coverage, expand equity, and introduce new vaccines.

Beyond country-level gains, Linked contributes to systemic progress across the immunisation ecosystem. The platform enables broader and deeper collaboration among Alliance partners, financing actors, and national and subnational institutions. It builds a durable community in which practitioners continue to exchange insights, troubleshoot challenges, and accelerate one another's progress long after engagements end.

As the global health landscape faces shrinking funding, rising inequities, and mounting pressures on primary health care, collaborative learning is no longer optional—it is essential infrastructure. Linked helps countries identify their own challenges, adapt proven strategies, and build the collective accountability and ownership required for sustained impact. By reinforcing the foundations of sustainability, equity, and resilience, Linked plays a critical role in preventing declines in immunisation coverage and enabling the successful introduction of new vaccines across MICs and beyond.



Learn more about the Linked Immunisation Action Network and view the network's website with curated resources [here](#).

