

HEALTH EMERGENCIES ALLIANCE

Annual report 2025

The power of the collective: strengthening WHO's ability to prepare for, detect and respond to health emergencies.



Emergency supplies from WHO's Global Logistics Hub in Dubai reach Yangon, Myanmar, 3 April 2025. Photo: © WHO / Myanmar

REPORTING PERIOD

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PREPARED BY

WHO Foundation, in coordination with WHO

2025 MEMBERS

MSD · Pfizer · GSK · ServiceNow

A message from our CEO



Anil Soni

CEO, WHO Foundation

Dear HEA members,

2025 was a pivotal year for global health security. Climate-driven shocks, escalating conflict and one of the steepest funding contractions in the history of global health cooperation all landed at once. And still, the WHO Health Emergencies Programme responded: 50 graded emergencies across 82 countries, more than 30 million people reached with essential health services, thousands of health facilities kept open, and outbreaks of Marburg virus disease, cholera and mpox contained before they could spread further.

Across the Sahel and Sudan, WHE-supported vaccination campaigns protected tens of millions of people against cholera and measles, while trauma and maternal care stayed open across Afghanistan's hardest-to-reach provinces. In Myanmar, the Contingency Fund for Emergencies released US\$5 million within 48 hours of the earthquake. None of that would have been possible without generous support to WHO in advance of the start of the emergencies; that support equips WHO to prepare for emergencies and respond immediately.

That is one of the ways the Health Emergencies Alliance has an impact.

“ No single organisation can confront a health emergency alone. But together, HEA members turned WHO's readiness into reach in 2025 – and that reach saved the lives of those exposed to emergencies.

This report is your report: the story of what a coalition of organizations, working as one collective, made possible for the people who needed it most in 2025 – and the foundation for what we can build together in 2026.

Thank you for making 2025's collective response possible.

Anil Soni

CEO, WHO Foundation

Table of contents

● A message from our CEO	2
● Overview	4
A platform for collective action · How the collective creates value	
● The strategic anchor	5–6
What WHO delivered in 2025 · Where HEA members focus	
● Detailed impact	7–8
Strengthening preparedness and readiness · Enabling faster and more effective emergency response	
● Voices from the field	9
Healing in the open: U Kyi's story	
● Activation & engagement	10
2025 UNGA panel · Convening, field engagement and member community	
● Looking forward	11
Welcoming our newest member: Stryker · The road ahead	

A platform for collective action

Health emergencies are one of the world's most invisible systemic risks – and one of its most underfunded. Disease outbreaks, climate-driven disasters and protracted conflicts can emerge anywhere, escalate within days, and undo years of health progress in weeks.

At the centre of the global response stands the World Health Organization. Not only a frontline responder, but the system orchestrator: the surveillance networks that detect threats before they spread, the coordination architecture that aligns hundreds of partners in a crisis, the preparedness programmes that help countries absorb shocks before they become disasters. This work remains chronically underfunded – a gap that widened in 2025, as global health financing saw some of its steepest cuts in a decade.

The Health Emergencies Alliance (HEA) was created to close that gap. Convened by the WHO Foundation, HEA is a membership platform that channels reliable funding to WHO's health emergency work, gives members access to strategic intelligence from WHO experts, connects them directly with senior WHO leadership, and unites them in a coordinated community committed to global health security. HEA is built on a simple conviction: [health emergencies are a collective challenge that demand a collective response](#). No single organisation can confront them alone – but together, coordinated action can save lives at scale.

HEA is more than a funding mechanism. In 2025, members – MSD, Pfizer, GSK and ServiceNow – contributed strategic engagement, knowledge-sharing, visibility and collective advocacy alongside financial support. This report looks at the collective impact of HEA as a platform: how contributions across different initiatives strengthen the full health emergency lifecycle, from preparedness and readiness through to rapid response.

US\$4M

secured for WHO's health emergency work since HEA's inception

US\$650K

additionally unlocked from members for ad-hoc emergencies (e.g. Mpox)

4

corporate members active in 2025: MSD, Pfizer, GSK & ServiceNow

How the collective creates value

Each member supports the WHO priorities that resonate most with their values and expertise, while joining a broader community working before, during and after crises. Through this collective model, every contribution reaches further – greater funding, greater advocacy weight and greater credibility than any single contribution could achieve alone. Beyond funding, HEA gives members regular intelligence on evolving crises through WHO experts, a cross-sector peer community, and the communications infrastructure to turn their commitment into a clear, reportable impact story.

WHO's health emergencies: priorities and impact

Every HEA contribution is anchored in the work of the WHO Health Emergencies Programme (WHE). Established in 2016 in the aftermath of the West Africa Ebola outbreak, WHE brought a unified, accountable approach to a system that had moved too slowly when it mattered most. Today it is a central pillar of WHO's strategy: under the Fourteenth General Programme of Work, WHO aims to ensure 7 billion people are better protected from health emergencies by 2028. WHE organises its work around the health emergency prevention, preparedness, response and resilience (HEPR) architecture and its five core capabilities – collaborative surveillance, community protection, safe and scalable care, access to countermeasures, and emergency coordination.

In 2025, WHE delivered life-saving support at a scale that reflected both the intensity of global crises and the severity of the funding environment. Despite the steepest contraction in global health financing in a decade, WHE remained operational in more than 79 countries and territories – the provider of last resort in many of the world's most dangerous settings.

What WHO delivered in 2025

50

graded emergencies responded to across 82 countries (incl. 20 Grade 3)

4.2M

signals detected; nearly 255 acute public health threats verified

1.86M

consultations delivered by WHO-supported emergency medical teams

Detecting threats early. 120 Member States and 31 organisations now use WHO's Epidemic Intelligence from Open Sources (EIOS) to detect emerging threats; WHO supported over 160 countries to strengthen laboratory and genomic-sequencing systems.

Building country readiness. WHO supported national public health agencies in 120 countries, conducted 69 simulation exercises (including the multi-country Exercise Polaris), and facilitated Joint External Evaluations in 21 countries.

Financing rapid action. Nearly US\$30 million was released from the Contingency Fund for Emergencies for 24 emergencies in 40 countries and territories, plus the global Mpox response.

A stronger global compact. In 2025, Member States adopted the landmark WHO Pandemic Agreement and brought amendments to the International Health Regulations into force.

Where HEA members focus – and the impact it supports

HEA members align their support to specific points along the health emergency lifecycle. The table below maps each 2025 member to its primary focus and the WHO capability it strengthens – the detailed results follow in Part B.

HEA MEMBER	PRIMARY FOCUS IN 2025	WHO CAPABILITY STRENGTHENED
ServiceNow	WHO Emergency Hubs (Nairobi, Kenya)	 Preparedness, readiness & regional logistics
MSD	Contingency Fund for Emergencies + Global Emergency Appeal	 Rapid, flexible emergency response
GSK	Contingency Fund for Emergencies + Global Emergency Appeal	 Rapid, flexible emergency response
Pfizer	Contingency Fund for Emergencies + Global Emergency Appeal	 Rapid, flexible emergency response



From preparedness to response

Strengthening preparedness and readiness

HEA's clearest contribution to preparedness is its support for the WHO Emergency Hubs in Africa. Established by the WHO Regional Office for Africa and located in Nairobi and Dakar – with a third hub planned for southern Africa – the Hubs are connected centres for emergency preparedness, response and capacity building. They maintain prepositioned stocks of essential medical supplies, strengthen national surveillance systems for early detection, and keep trained response teams on standby for rapid deployment. In 2025, HEA member ServiceNow and other philanthropic partners including Fondation S and ELMA together helped strengthen the enabling functions of the Nairobi Hub.

44

countries supported with emergency operations across Africa; US\$13.9M of supplies distributed

131→72h

median response time for outbreaks in the region, cut from days to hours

669

cholera deaths averted; ~4.5M oral polio vaccines distributed; 1,348 responders trained and deployable within 24 hours

In its first year of support to the Nairobi Hub (July 2024–July 2025), the partnership backed by Fondation S and HEA members delivered tangible, system-level gains. The Hub expanded and diversified critical stockpiles – prepositioning Mpox diagnostics, WASH kits and rapid diagnostic tests for dengue, malaria and leishmaniasis deployed in Comoros, Kenya and Ethiopia. It secured logistics partnerships with Ethiopian Airlines, Kenya Airways and RwandAir to prioritise emergency cargo, and trained 132 public health officers on mobile water-quality testing during cholera outbreaks in Nigeria, Tanzania, Zambia and Malawi. These are precisely the enabling capabilities – stockpiles, surveillance, logistics and trained people – that determine whether a response is measured in days or in hours.

NEW FOR 2026

HEA is proud to announce expanded support to the Emergency Hubs in 2026. With frontrunner commitments from MSD and new HEA member Stryker, an additional US\$1M over three years will strengthen the WHO AFRO Emergency Hub in Dakar, one of two regional hubs dedicated to building capacity for anticipatory action across the continent. With a particular focus on AI-enabled, district-level forecasting for climate-sensitive diseases such as meningitis, the Dakar Hub works to translate data into decisions before emergencies escalate.

Read the full [Nairobi Hub Bulletin – July 2025](#)

Enabling faster and more effective emergency response

When a crisis hits, preparedness must be matched by financing that can move immediately. That is the role of the Contingency Fund for Emergencies (CFE) – WHO's financial first line of defence – supported in 2025 by HEA members MSD, GSK and Pfizer, alongside WHO's Global Emergency Appeal. The CFE provides rapid, flexible, unearmarked funding in the first hours and days of an emergency, before donor appeals are launched and other resources arrive. The WHO Foundation is itself a recognised CFE contributor, channelling private-sector support into this collective mechanism.

US\$30M

released for 24 emergencies in 40 countries and territories, plus the global Mpox response

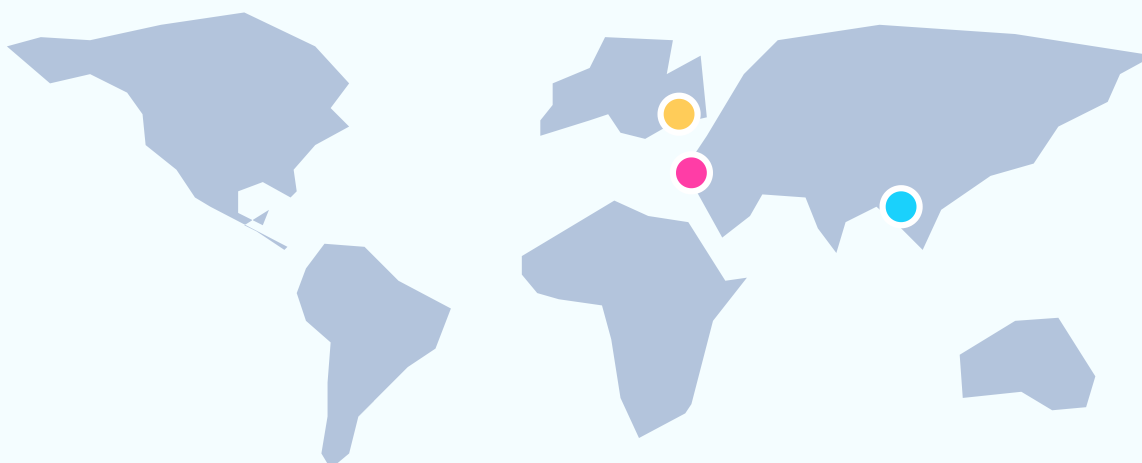
48h

average time to approve an allocation, turning funding into action almost immediately

3

priority areas: US\$14.9M to disease outbreaks, US\$7.6M to complex emergencies, US\$7.1M to natural disasters

ILLUSTRATIVE EXAMPLES OF THE CFE'S IMPACT IN 2025



Ukraine

Modular clinics, installed with the Ministry of Health, keep care running in communities cut off by the war.

Occupied Palestinian Territories

Around half of Gaza's hospitals sustained; 603,000 children vaccinated after poliovirus detection.

Myanmar

US\$5M released within 48 hours of the earthquake; supplies for 450,000 people delivered in two weeks.

Read the full reports: [Contingency Fund for Emergencies: 2025 annual report](#) · [WHO Health Emergencies Programme annual report](#)

Healing in the open: U Kyi's story

Behind every allocation figure is a person rebuilding their life. Two months after the March 2025 earthquakes struck central Myanmar, tens of thousands were still living in makeshift camps – among them 65-year-old U Kyi (name changed to protect his identity), who had spent those months under a plastic tent roof on a Mandalay football field.



U Kyi (name changed), sitting in his tent in one of the Mandalay earthquake relief camps. Photo: © WHO / Myanmar

“ Last night it rained, and I couldn't sleep. I had to sit up all night because the water seeped through.

The earthquake took the safety of his home, but not his independence. Managing knee pain and high blood pressure largely on his own, U Kyi visits the camp's clinic, supported by WHO and its health partners, for basic medication and regular follow-ups. "They gave me painkillers and medicine for my blood pressure," he says. "It helps me get through the day."

His story reflects the wider push behind the CFE's rapid Myanmar allocation: WHO and partners have reached over 3,100 mothers and newborns with clean delivery kits, delivered emergency response kits to 50,000 people, and supported NCD medication and assistive devices for 18,000 people managing chronic conditions like U Kyi's, alongside mental health and psychosocial support materials reaching more than 61,000 earthquake-affected people.

Recovery requires more than shelter – it depends on continuity of treatment, mental health support and the ability to live with dignity. It is this kind of sustained, on-the-ground care that HEA's collective funding makes possible.

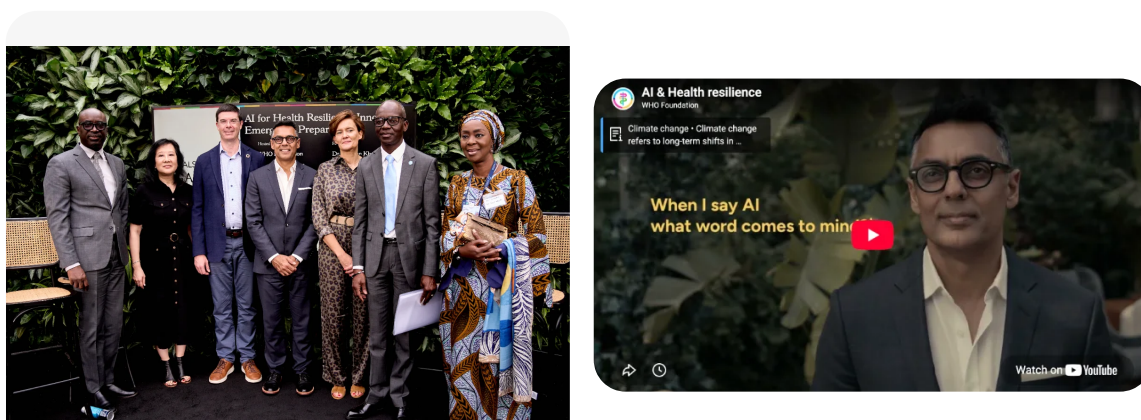
Read the full story: [Healing in the open](#)

The secretariat in action

Beyond financing, the HEA secretariat creates the moments and platforms that turn individual members into a coordinated community – convening members with WHO leadership, taking them into the field, and amplifying WHO's emergency work to new audiences.

2025 UNGA panel – AI for Health Resilience

On the sidelines of the 2025 UN General Assembly, HEA convened a high-level panel, "AI for Health Resilience & Innovation in Emergency Preparedness," bringing together WHO leaders, HEA members and cross-sector experts. The event showcased how emerging technology can strengthen anticipation and response, positioned members as part of WHO's emergency agenda, and generated content and visibility carried across HEA's channels.



Panelists in discussion at the HEA 2025 UNGA side event, New York. Photo: © WHO Foundation

Convening, field engagement and member community

Community team meetings. Regular member convenings through 2025 – including quarterly sessions and a pre-UNGA briefing – provided WHO intelligence on evolving crises and a forum for peer exchange across sectors.

Thought leadership and communications. The secretariat amplified WHO's emergency work to new audiences through the UNGA panel film, member two-pagers and refreshed HEA brand materials produced over the year.

Welcoming our newest member: Stryker

HEA continues to grow. In 2025, the WHO Foundation welcomed Stryker, the global medical technology leader, as the newest member of the Health Emergencies Alliance. Stryker's engagement centres on strengthening climate resilience – a fast-growing dimension of WHO's emergency work – anchored in support for the WHO Dakar Emergency Hub serving West and Central Africa.

The partnership focuses on building a proactive, data-smart preparedness system: AI-powered forecasting to anticipate where climate-sensitive outbreaks such as dengue and meningitis will occur, dynamic pre-positioning of supplies based on that forecasting, and faster localised response. Stryker's arrival reflects a wider opportunity for HEA – connecting the capabilities of technology and medical-device leaders to the parts of WHO's emergency system where climate change is reshaping risk the fastest.

The road ahead

As global health financing tightens and emergencies grow in scale and frequency, the case for HEA has never been stronger. By aggregating private-sector funding, expertise and advocacy into a single coordinated platform, HEA helps ensure WHO's life-saving emergency work – from the surveillance systems that detect threats to the financing that powers rapid response – is sustained and strengthened. In 2026, HEA will deepen member engagement, grow its community, and demonstrate, once again, the power of the collective.

Health emergencies are a collective challenge. **HEA is the collective response.**

Thank you for making 2025's collective response possible. To explore how your organisation can deepen its role in 2026 – as a frontrunner, a peer referral, or an employee giving partner – please reach out to health.emergencies.alliance@who.foundation or speak with your WHO Foundation relationship manager.