

**FOR DECISION**

At its meeting in June, the GAVI Alliance Board adopted a new strategy for 2011-2015, and asked the Secretariat to produce a Business Plan. The annual GAVI Alliance Business Plan Budget finances the operations of the Secretariat and programmatic activities conducted by the GAVI Alliance multilateral partners. It also includes the cost of AVI technical assistance consortium<sup>1</sup>, procurement costs and investment case costs. As such, it combines the previous work plan and administrative budget. The only costs not included are those for vaccines and cash grants provided to countries.

The Board is asked to approve:

- Business Plan Budget of **US\$ 126 million** for 2011, of which US\$100.4 million is for Programme Implementation, and US\$25 million is for Mission Support. Together these make up the programmatic activities supported by the GAVI Alliance other than for vaccines and cash grants, and the budget for the Secretariat.
- Capital Expenditure budget of **US\$ 1.8 million** for 2011.
- Provisional Business Plan Budget of **US\$ 126 million** for 2012, with a proviso that a detailed budget be presented to the Executive Committee in early 2011 for guidance and further recommendation to the Board.

Following review by the PPC and AFC and upon taking account of their guidance, the Executive Committee has recommended that the Board approve this Budget.

## **GAVI 2011 Business Plan Budget**

### **1. Executive Summary**

- 1.1 For 2011, the GAVI budget structure is changing in response to thinking from the strategy development process. In the past, budget approval was sought for two separate budgets: for a Secretariat Administrative plan and for a two-year Work Plan. For 2011, an all-inclusive “Business Plan” Budget is being presented.
- 1.2 The business plan places emphasis on strategic priorities which ensure delivery on the GAVI strategy. These include:
  - a) Continuing to accelerate the uptake of underused and new vaccines;
  - b) Mobilising the resources to meet demand for new vaccines;
  - c) Reducing vaccine input costs [while ensuring secure supply];
  - d) Ensuring adequate country financing and delivery of introduced vaccines;
  - e) Continuing to improve aid effectiveness.

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<sup>1</sup> AVI TAC = AVI Technical Assistance Consortium

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- 1.3 The Business Plan budget proposed for 2011 is US\$126 million, which represents a decrease of US\$ 12.6 million (9%) on the 2010 budget of US\$ 138.5 million<sup>2</sup>. The 2011 budget is comprised of two main components:

Programme Implementation <sup>3</sup>	US\$ 100.4 million
Mission Support (non-programmatic Secretariat costs)	US\$ 25.5 million
<b>Total</b>	<b>US\$ 126 million</b>

Note: In many of the tables throughout this paper numbers have been rounded and may not appear to add for this reason.

## 2. Overview

### *Background*

- 2.1 In November 2009, the GAVI Alliance Board began the development of a strategy for the period 2011-2015. Following approval of the strategy in June 2010, the Board requested that the Secretariat, under the guidance of the Executive Committee, lead the development of an integrated business plan. A concept note outlining the business plan development process was endorsed by the Executive Committee in May 2010. The business plan covers the period of 2011-2015 and includes a two-year detailed operational plan for 2011-2012 with programme objectives, deliverables, activities, indicators, targets, accountabilities and a unified budget. The plan was developed by technical sub-groups in late July and was consolidated by the Secretariat and submitted to an External Advisory Group in August.
- 2.2 In mid-September the External Advisory Group met in Geneva to review the plan. The review process was facilitated by the Deputy CEO and a consultant. Representatives from WHO and UNICEF attended as observers. The purpose of the review was to test the robustness of the plan (e.g., logic, consistency, realism of proposed actions), and give guidance on whether the proposed activities were appropriate and essential to achieve the programme objectives as defined. The External Advisory Group was also asked to review whether the budgets for Programme Implementation (but not for Mission Support) were broadly in line with work proposed. As a result of this review, the plan is currently under revision by the implementing partners. The Programme and Policy Committee (PPC) has been asked to offer advice to the Board on the:

<sup>2</sup> The comparable 2010 budget amount is US\$ 138.5 million, comprised of the GAVI Alliance budget of US\$ 126.4 million plus US\$12.1 for support to the Accelerated Development and Implementation Programmes (ADIPs).

<sup>3</sup> Procurement Fees, AVI TAC and Investment case support costs have been previously approved by the Board or Executive Committee and are already obligated through signed legal agreements. Investment cases are presented in line with the contractual payment schedules.

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- 1) Overall business plan (objectives, deliverables, and targets);
- 2) Relative investment across strategic goals and in certain areas;
- 3) Activities in support of implementation of health systems strengthening;
- 4) Role of outsourcing, with a view to improving the efficiency and effectiveness of the GAVI Alliance.

*Input from the Board*

- 2.3 With regard to the Business Plan, during the strategy development, the Board provided consistent feedback regarding the financial expectations and budgetary assumptions of the business plan. Amongst others, the Board:
- a) Asked that the annual budget requests should not increase over the period of this business plan.
  - b) Endorsed the presentation of a unified “business plan” budget which includes all expenditures for programme implementation activities and mission support activities that support the strategic goals. This differs from the 2007-2010 workplan which did not include expenses for procurement fees (e.g. to PAHO and UNICEF) and support to the Accelerated Development and Implementation Programmes (ADIPS) administration by the Secretariat.<sup>4</sup> The unified Business Plan budget also consolidates support to WHO (eg direct workplan, sub-agreements with the ADIPs, yellow fever and meningitis investment cases).

*Review and recommendation of Business Plan Budget by the AFC and EC*

2.4 Informed by the review of the Business Plan Budget by the Audit and Finance Committee, the Executive Committee considered the Business Plan and its associated budget as presented herein and resolved to endorse and recommend the Business Plan as presented for approval by the Board, subject to the following: upon approval by the Board, the Interim CEO and the Executive Committee Chair will review the nineteen requested staff positions to determine which positions are critical and must be filled without delay and which positions can wait until after the permanent CEO is appointed. The Secretariat may appoint new staff members to those positions deemed critical prior to the appointment of the permanent CEO.

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<sup>4</sup> In order to allow for appropriate comparisons, the Secretariat has reallocated 2007-2010 expenses to ensure consistency across years for all entities receiving GAVI support under the Business Plan (previously under the Work Plan).

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3.1 In total, the proposed Business Plan expenditures for 2011 are US\$ 126 million, a decrease of US\$12.6 million or 9% on the 2010 budget. The budget is comprised of two main components: Programme Implementation (see Section 4) and Mission Support (see Section 5), as summarised in Table 1. Business Plan expenditures would represent 13% of projected total expenditure for 2011, compared with 17% for 2010 (see Table 2).

**Table 1: Budget 2011 compared with budget 2010**

US\$ million	2010 Budget			2011 Budget			Change from 2010 to 2011		
	GAVI Secr.	Partners	Total	GAVI Secr.	Partners	Total	GAVI Secr.	Partners	Total
Programme Implementation	29.1	83.9	113.0	29.0	71.4	100.4	(0.1)	(12.5)	(12.6)
Mission Support	25.5		25.5	27.0		27.0	1.5	0.0	1.5
<i>Sub-total</i>				56.0					
Management adjustment				(1.5)		(1.5)	(1.5)		(1.5)
<b>Total (\$m)</b>	<b>54.7</b>	<b>83.9</b>	<b>138.5</b>	<b>54.6</b>	<b>71.4</b>	<b>125.9</b>	<b>(0.1)</b>	<b>(12.5)</b>	<b>(12.6)</b>
									<b>-9%</b>

**Staffing - number of positions**

Programme Implementation	72	120	192	87	123	210	15	3	18
Mission Support	60		60	64		64	4	0	4
<b>Total (staff positions)</b>	<b>132</b>	<b>120</b>	<b>252</b>	<b>151</b>	<b>123</b>	<b>274</b>	<b>19</b>	<b>3</b>	<b>22</b>
<i>Permanent</i>	124	120	244	146	123	269	22	3	25
<i>Temporary</i>	8		8	5		5	(3)		(3)

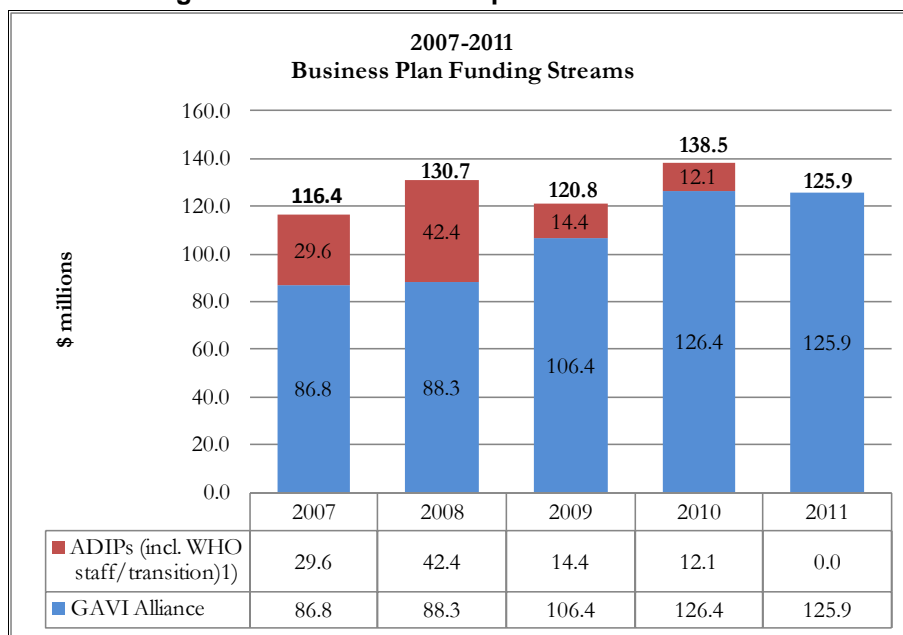
**Table 2: Expenditure Ratios**

Expenditure Ratios (projected)	2011		2010
	US\$ m		
Business Plan - GAVI Secretariat	55	5%	7%
Business Plan - Partners	71	7%	11%
<b>Business Plan - Total</b>	<b>126</b>	<b>13%</b>	<b>17%</b>
<b>Programme expenditure</b>	<b>872</b>	<b>87%</b>	<b>83%</b>
Total	<b>998</b>	<b>100%</b>	<b>100%</b>

3.2 The Board is asked to endorse in principle a two-year commitment at this level, on the understanding that budgets and assumptions for 2012 will be reviewed in 2011. A comparison of annual expenditures for the period 2007 through to 2011 is set out in Figure 1 below.

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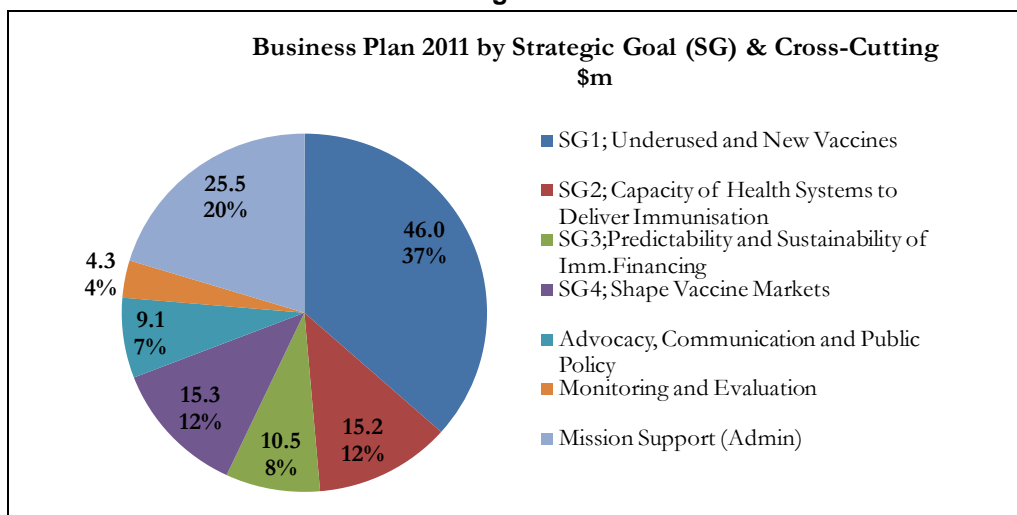
**Figure 1: Business Plan expenditures 2007-2011<sup>5</sup>**



*Business Plan Spending by Strategic Goal*

3.3 Set out in Figure 2 below is the Business Plan budget allocated to the respective Strategic Goals, the cross-cutting initiatives and Mission Support.

**Figure 2**



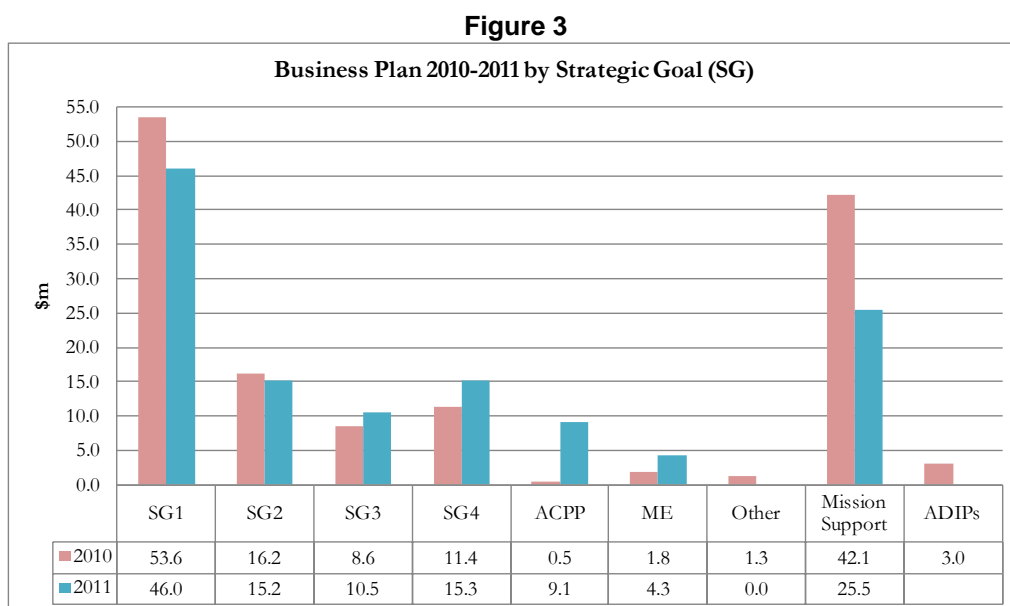
a) Strategic goal 1 ‘Vaccines’ represents the largest share of the business plan budget (US\$ 46.0 million or 37% of the business plan expenditure with 96.3 associated permanent full-time equivalent staff (FTEs)).

<sup>5</sup> ADIPs = Support to the Accelerated Development and Implementation Programmes

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- b) This is followed by Mission Support, comprised of the Secretariat functions which provide overall support to the Alliance’s mission – for example, finance and operations, legal, human resources, executive office, governance) representing US\$ 25.5 million (60 FTEs).
- c) Strategic goals 2, 4 and 3 representing US\$ 15.2 million, US\$ 15.3 million and US\$ 10.5 million respectively (with 37.3, 5.6 and 33.6 FTEs respectively allocated).
- d) The functional cross-cutting areas of Advocacy, Communications and Public Policy (ACPP) and Monitoring and Evaluation (M&E) are US\$ 9.1 million supported by 29.1 FTEs and US\$ 4.3 million supported by 6.8 FTEs, respectively.

3.4 The 2011 budgetary allocations proposed for each Strategic Goal are compared with the 2010 budget amounts in Figure 3.



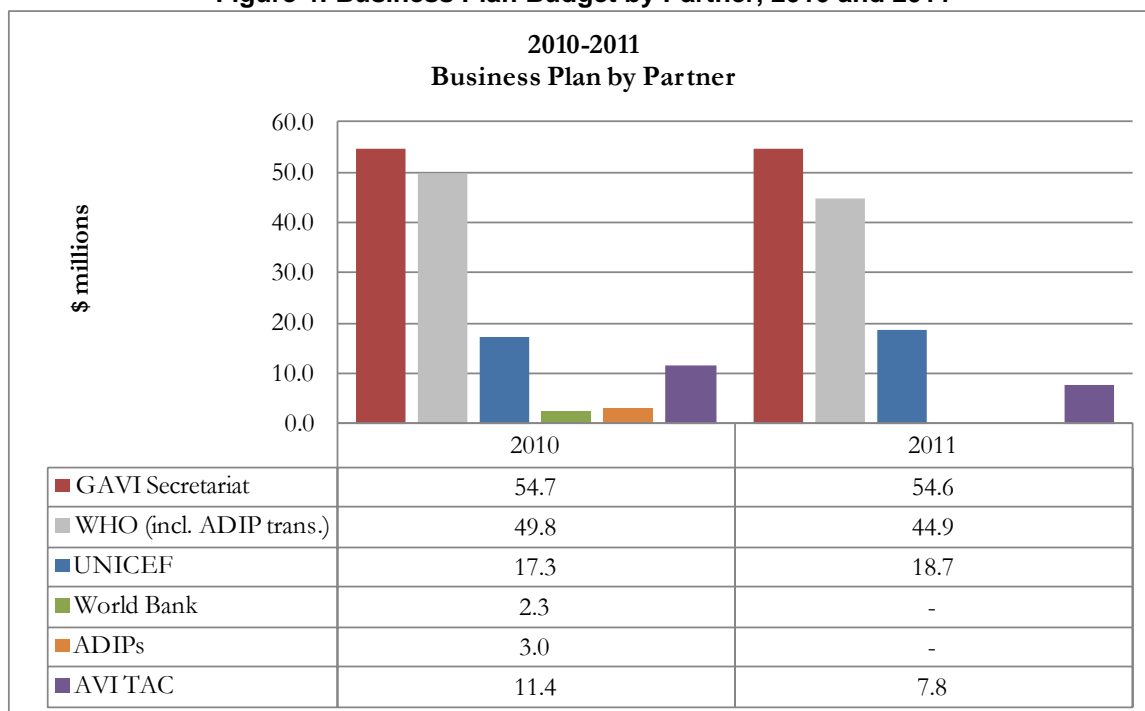
Note: US\$7.5 million of ADIP Transition is included under SG1 for 2010

### Business Plan Spending by Partner

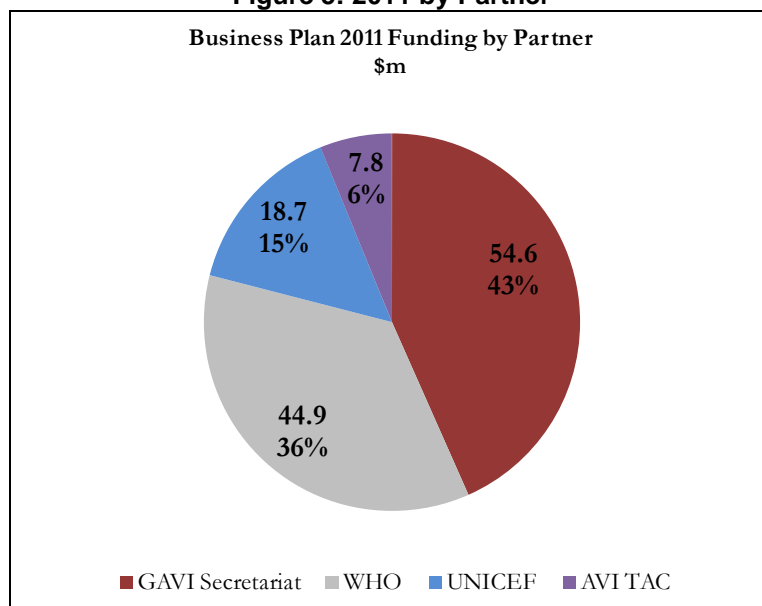
3.5 The charts below (Figures 4 and 5) illustrate how the Business Plan budget is distributed amongst Alliance partners (for Programme Implementation) and the GAVI Secretariat (for Mission Support as well as Programme Implementation).

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**Figure 4: Business Plan Budget by Partner, 2010 and 2011**



**Figure 5: 2011 by Partner**



3.6 The GAVI **Secretariat** budget has been restricted to the 2010 amount. Although the GAVI Secretariat budget has zero growth, in order to be able to respond to new or enhanced priority areas of work, significant savings will be achieved through rationalising travel, meeting and consultant fees. There have also been efficiencies in operational and administrative areas, and the budget makes no provision for salary increases in 2011.

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- 3.7 These savings will allow for increased investment in resource mobilisation, innovative finance, advocacy and communications, and implementation of the Health Systems Funding Platform – while maintaining a zero growth budget. Further, as recommended in the second GAVI evaluation, there has been an increase of staff in the programme delivery area to improve coordination with countries, and an increased emphasis on monitoring and evaluation of GAVI's overall performance.
- 3.8 The increase of US\$ 1.4 million (8%) in the **UNICEF** (Supply Division) budget is due to increased procurement fees for vaccines based on a projected increase in the value of vaccines to be purchased for GAVI in 2011.
- 3.9 The budget for **WHO** will decrease by approximately US\$ 4.9 million (10%), explained largely by completion of the ADIP transition.
- 3.10 With regard to the **Accelerated Vaccine Introduction Technical Assistance Consortium** (AVI-TAC)<sup>6</sup>, a contract of US\$ 51.3 million was awarded in 2008 for the period 2009 to 2015 to help accelerate demand in GAVI countries. The idea behind outsourcing certain activities was to supplement Alliance capacity in specific areas (special studies, strategic vaccine supply and advocacy and communications) where it was felt that a competitive bidding process would bring in appropriate technical expertise and cost efficiencies. The contract and associated activities are agreed and budgeted on an annual basis. The decline in funding from 2010 to 2011 reflects phasing of expenditure, whereby early upfront costs were incurred in 2010 for Special Studies (clinical studies) in Africa.
- 3.11 As concerns the **World Bank**, no funding is requested in support of the strategy 2011-2015. The Bank has communicated that it will contribute on a strategic level (eg participation in governance processes as a member of the Alliance) and through its complementary core business, rather than through implementation of GAVI funded activities.

*Staffing*

- 3.12 As the scope and complexity of the Alliance's role has grown, so has the number of staff positions. For 2011, as detailed in Table 2 below, the number of staff funded through the Business Plan increases by 26, from 243<sup>7</sup> in 2010 to 269 in 2011. The GAVI Secretariat requests 22 additional permanent staff positions compared to the 2010 budget, which would be partially offset by a reduction of 3 temporary positions. This is explained in detail in the Secretariat Headcount section later in this paper (see paragraph 5.6).

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<sup>6</sup> AVI TAC: a coalition of technical experts conducting vaccine impact and others studies and translating the results to support decision making and advocacy.

<sup>7</sup> The number of AVI TAC staff funded by GAVI for 2010 is not available. Assuming that this number for 2010 is the same as the 25 staff funded in 2011, the total number of staff funded in 2010 would be 243 (218 plus 25).



**FOR DECISION****Table 2: Business Plan Staffing – GAVI and Partners, Permanent Positions**

Business Plan FTE	2010		2011	
	FTE	\$m	FTE	\$m
GAVI Secretariat	124	\$ 22.0	146	\$ 25.9
WHO	84	\$ 15.2	89	\$ 17.7
UNICEF	7	\$ 1.6	9	\$ 2.1
World Bank	4	\$ 0.7	-	\$ -
AVI TAC	n/a	n/a	25	\$ 3.3
<b>Total funded</b>	<b>218</b>	<b>\$ 39.5</b>	<b>269</b>	<b>\$ 49.0</b>

The 2010 total staff (FTE) number (218) excludes AVI TAC staff for which a number is not available

#### 4. Budget for Programme Implementation (US\$ 100.4 million in 2011)

4.1 The proposed expenditures for Programme Implementation Activities in 2011 by strategic goal and key initiative are set out below (and detailed in Annex 1). This business plan will be reviewed for its technical merits by the PPC on the 21<sup>st</sup> October 2010 and the feedback provided by PPC will be incorporated in a revised paper that will go the AFC and Board at the end of November 2010. The PPC feedback, incorporating comments of the External Advisory Group, could impact the budget.

- a) **Strategic Goal 1: Accelerate the uptake and use of underused and new vaccines (\$46.0m in 2011)**
- \$3.1m - “Improve scientific knowledge, and raise awareness amongst stakeholders.”
  - \$6.8m - “Improve the quality of country planning, GAVI applications and performance reporting.”
  - \$14.5m - “Prepare countries for successful introductions of new and underused vaccines.”
  - \$11.9m - “Meet established quality indicators for surveillance of diseases preventable by new and underused vaccines”
  - \$1.9m - “Strengthen national capacity for planning of behaviour change communication for new and underused vaccines within a country’s disease control framework.”
- b) **Strategic Goal 2: Contribute to strengthening the capacity of integrated health systems to deliver immunisation (\$15.2m in 2011)**
- \$7.7 - “Ensure that constraints to immunisation and service delivery are identified and adequately addressed in National Health System policy and planning processes.”

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- \$2.9m – “Align GAVI funding with country planning and budgeting cycles and improve financial management oversight of cash grants.”
  - \$4.2m – “Increase coverage and equity (including, geographic, social strata) of routine immunisation in countries with DTP3 coverage of less than 70%”
  - \$0.4m – “Ensure active engagement of Civil Society Organisations (CSOs) in the Health Systems Funding Platform, Health Sector Coordination Committees (HSCCs) and Inter-Agency Coordinating Committees (ICCs).”
- c) **Strategic Goal 3: Increase the predictability of global financing and improve the sustainability of national financing for immunisation (\$10.5m for 2011)**
- \$0.9m - “Integrate immunisation plans and budgets (cMYPs) into national planning and budgeting frameworks.”
  - \$2.7m - “Implement the co-financing policy.”
  - \$0.7m - “Support graduating countries in sustaining investment in immunisation.”
  - \$2.5m - “Expand and extend direct donor commitments”
  - \$1.9m - “Broaden the public and private sector donor base”
  - \$1.8m – “Grow and develop GAVI’s innovative finance product portfolio (including scaling-up of IFFIm).”
- d) **Strategic Goal 4: Shape vaccine markets (\$15.3m in 2011)**  
Subject to review upon completion of the work of the Supply Strategy Task Team:
- \$1.9m - “Strategically forecast the demand and supply for all vaccines in the GAVI portfolio.”
  - \$12.5m - “Ensure efficient and effective vaccine procurement and supply chain management” (includes \$12.2m for procurement fees)
  - \$0.8m - “Develop instruments for lowering price to GAVI and countries and/or encouraging development of appropriate products.”
- e) **Cross –Cutting Initiatives: Advocacy, Communication & Public Policy and Monitoring & Evaluation (\$13.4m in 2011)**
- \$5.8m - “The value of immunisation, new vaccines, and GAVI is understood amongst key influencers and stakeholders”
  - \$1.9m - “Mobilised and empowered advocates to inform GAVI’s policies, support fundraising and help achieve its strategic goals”
  - \$1.4m - “Ensure effective routine programme monitoring that links decision making to performance.”

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- \$0.6m - “Coordinate and conduct targeted studies to address key questions and meet critical information needs.”
- \$2.2m - “Conduct full country evaluations to evaluate the impact and cost-effectiveness of GAVI support to countries.”

**5. Budget for Mission Support  
(US\$ 25.5 million in 2011)**

- 5.1 The Secretariat provides the Alliance with a low-cost platform in support of GAVI’s mission. GAVI’s administrative budget<sup>8</sup> today and in the future represents ~2% of total projected expenditure; over time the ratio between administrative costs and programmes has continued to decrease.
- 5.2 It should be noted that in prior years that costs associated with those Secretariat staff supporting programme implementation were allocated to Administration. From 2011, such costs are attributed to the Programme Implementation Activities component of the business plan. Annex 2 provides a reconciliation between 2010 and 2011 Secretariat expenditures.
- 5.3 The 2011 budget proposal for Mission Support is US\$25.5 million representing zero percent growth when compared to the 2010 budget. Given that approximately 60% of the administrative budget is driven by personnel related costs, the budget increase is largely due to the new positions requested. To arrive at a flat budget versus 2010, management will seek to achieve further savings and efficiencies during the course of 2011 in the amount of US\$1.5 million, as a Management Adjustment within the Secretariat budget. This adjustment equates to 2.7% of the overall Secretariat budget of US\$ 55 million (for programme implementation activities plus mission support) and the savings will be sought within that overall amount.
- 5.4 Table 3 below details expenditures and the change compared to the 2010 budget and 2010 estimate. As noted above, the 2011 budget is flat to the 2010 budget. There are minor shifts within expense categories.

**Table 3: GAVI Secretariat Mission Support**

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<sup>8</sup> Excludes the costs the private philanthropy team within the GAVI Campaign that supports GAVI. The GAVI Campaign board manages its own budget.

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GAVI Mission Support Budget (\$m)								
	2010b	2010e	2011b	2011b %	2011b vs. 2010e		2011b vs. 2010b	
					Δ		Δ	
Payroll and Benefits	9.7	11.0	11.0	43%	0.0	0%	1.3	13%
Training and Recruitment	0.8	0.9	0.9	3%	0.0	0%	0.1	13%
Professional Fees	4.0	3.3	3.75	15%	0.5	14%	(0.3)	(7%)
Media Production and Distribution	0.0	0.0	0.0	0%	0.0	15%	(0.0)	(33%)
Events and Meetings	0.7	0.7	0.9	4%	0.2	22%	0.2	27%
Travel and Representation	1.4	1.1	1.5	6%	0.4	32%	0.1	8%
Facility and Office Costs	8.5	9.2	8.6	34%	(0.6)	(6%)	0.1	1%
Supplies and Minor Equipment	0.4	0.3	0.3	1%	0.0	1%	(0.0)	(5%)
<b>Subtotal</b>	<b>25.5</b>	<b>26.5</b>	<b>27.0</b>	<b>106%</b>	<b>0.5</b>	<b>2%</b>	<b>1.5</b>	<b>6%</b>
Management Adjustment	-	-	(1.5)	-6%	(1.5)		(1.5)	
<b>Grand Total Administrative</b>	<b>25.5</b>	<b>26.5</b>	<b>25.5</b>	<b>100%</b>	<b>(1.0)</b>	<b>(4%)</b>	<b>0.0</b>	<b>0%</b>

5.5 The sections that follow explore the main areas in the mission support budget –staffing, professional fees, facility and office costs/supplies and minor equipment, and capital expenditures.

*Staffing*

5.6 GAVI Secretariat headcount stands at 124 Board approved permanent positions for 2010, and 9 temporary staff, 133 in total. Requests for 19 additional staff are outlined below and would bring GAVI headcount for 2011 up to 146 permanent positions and 5 temporary staff, 151 in total. Table 4 sets out the split between teams within the two main components – Programme Implementation and Mission Support.

**Table 4**

GAVI Secretariat Headcount 2010 and 2011									
	2010 Budget			2011 Budget			Year on Year change		
	Perm	Temp/ Cons.	Total	Perm	Temp/ Cons.	Total	Perm	Temp/ Cons.	Total
<b>Programme Implementation</b>	<b>66.5</b>	<b>6.0</b>	<b>72.5</b>	<b>87.5</b>	<b>0.0</b>	<b>87.5</b>	<b>21.0</b>	<b>-6.0</b>	<b>15.0</b>
<i>External Relations</i>	26.0	5.0	31.0	39.0		39.0	13.0	-5.0	8.0
<i>Policy &amp; Performance</i>	14.0		14.0	14.0		14.0	0.0	0.0	0.0
<i>Programme Delivery (incl TAP)</i>	22.0		22.0	27.0		27.0	5.0	0.0	5.0
<i>Innovative Finance</i>	3.0	1.0	4.0	5.0		5.0	2.0	-1.0	1.0
<i>Special Projects</i>	1.5		1.5	2.5		2.5	1.0	0.0	1.0
<b>Mission Support</b>	<b>57.5</b>	<b>2.5</b>	<b>60.0</b>	<b>58.5</b>	<b>5.4</b>	<b>63.9</b>	<b>1.0</b>	<b>2.9</b>	<b>3.9</b>
<i>Executive Office, HR, &amp; Internal Audit</i>	11.0		11.0	13.0	0.4	13.4	2.0	0.4	2.4
<i>Legal &amp; Governance</i>	8.0		8.0	8.0	2.0	10.0	0.0	2.0	2.0
<i>Finance &amp; Operations</i>	38.5	2.5	41.0	37.5	3.0	40.5	-1.0	0.5	-0.5
<b>Total</b>	<b>124.0</b>	<b>8.5</b>	<b>132.5</b>	<b>146.0</b>	<b>5.4</b>	<b>151.4</b>	<b>22.0</b>	<b>-3.1</b>	<b>18.9</b>

'Special Projects' mainly relate to Health Systems Strengthening

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- 5.7 In total, 19 additional staff positions are sought, comprised of 22 new permanent positions and a net reduction of 3 temporary/consultant positions (to bring more staff in-house and reduce external consultants to achieve more accountability, efficiency, and cost savings).
- 5.8 Of the 19 additional positions sought, 15 are for Programme Implementation activities, mainly to enhance resource mobilisation capacity (8 positions in External Relations and 1 in Innovative Finance) and to strengthen Programme Delivery (5 positions). 4 additional positions are sought for Mission Support activities, to strengthen capacity in the executive office (for performance management), human resources, and in the legal and governance areas. The need for these additional positions is further described in Annex 3.
- 5.9 As considered further in Section 6, these additional positions will strengthen Secretariat capacity to mitigate 3 key risks: (1) securing sufficient funding; (2) misuse of funds in-country; and (3) mismatch between Secretariat workload and resources.

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### Professional Fees

5.10 The Secretariat utilises its professional fees budget to engage external technical and expert advisors and consultants as needed. The majority of the professional fees are related to audit, accounting, legal fees, board member support, IT projects, and special projects. The overall cost budgeted for 2011 is less than for 2010, as illustrated in Table 5.

Table 5

GAVI Mission Support Professional Fees (\$m)			
	2010b	2011b	Δ
Audit, Accounting & Financial Controls	1.2	0.8	(0.4)
Legal Fees	0.6	0.5	(0.1)
Financial Systems & IT Projects	0.8	1.0	0.2
All Other*	1.4	1.5	0.1
<b>Total</b>	<b>4.0</b>	<b>3.8</b>	<b>(0.3)</b>

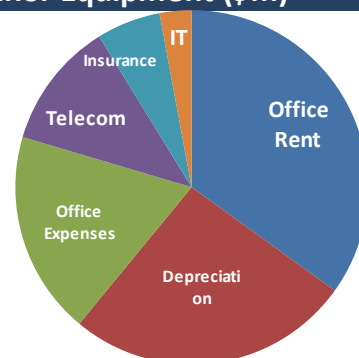
\*Other includes internal audit, board member support, HR consulting, projects, and temporary capacity

### Facility and office costs / supplies and minor equipment

5.11 Table 6 illustrates all main budget components of facility-related costs and their (minor) change relative to the 2010 budget.

Table 6

GAVI Mission Support Facility & Office Costs/Supplies & Minor Equipment (\$m)				
	2010b	2011b	Δ	
Office Rent (net of revenue)	3.0	3.0	0.0	0%
Depreciation	2.1	2.2	0.1	6%
General Office Expenses	1.6	1.6	0.0	0%
Telecommunication	1.0	1.0	0.0	0%
Insurance	0.5	0.5	0.0	0%
IT	0.3	0.3	(0.1)	(17%)
<b>Total</b>	<b>8.5</b>	<b>8.6</b>	<b>0.1</b>	<b>1%</b>



**FOR DECISION***Capital Expenditure*

- 5.12 Table 7 sets out lists all planned capital expenditure projects for 2011. The impact on the 2011 budget is included in “Facilities and Office Costs” under the depreciation budget.

**Table 7**

<b>Capital Expenditures (\$k)</b>	<b>Project Cost (Capitalised)</b>	<b>2011 Depreciation</b>
Leasehold Improvements (Geneva)	270	45
<b>IT Projects</b>		
IT Infrastructure	761	127
Information Management	45	8
Application Development	199	33
Financial Infrastructure	495	83
<b>TOTAL</b>	<b>1,770</b>	<b>296</b>

- 5.13 *Leasehold Improvements (Geneva)*: Minor reconfiguration of the Geneva office space is necessary to accommodate 19 additional staff. The \$0.3m cost includes reconfiguration and furniture and fixtures for the space.
- 5.14 *IT Projects*: Proposed IT projects total \$1.5million and impact the budget with \$0.25m depreciation for 2011. These costs relate to continuing to ensure GAVI’s IT platform is up to date and runs smoothly across both offices as well as some improvement projects. The projects are grouped into four categories and include those listed below:
- IT Infrastructure*: Microsoft & Adobe license compliance, disk space, server memory, data centre refresh, and virtual desktop infrastructure;
  - Information Management*: licenses and software;
  - Application Development*: improvements for teams including Programme Delivery, Policy & Performance, Finance, and IT systems, including the data warehouse;
  - Financial Infrastructure*: Financial Planning & Reporting System, Microsoft Dynamics travel management.

**FOR DECISION****6. Addressing Risk through the Business Plan and Budget**

6.1 A risk register is under development to ensure that all major business risks are effectively tracked and mitigated across the Alliance for presentation to the Board in December. The risk register currently addresses risks across six major categories (financial, operating, markets and products, country sustainability, advocacy and communication and staff/organisation risks). Annex 4 provides a matrix that links the risks in each of these categories to the activities within the Business Plan that mitigate each risk.

6.2 Three key risks have been identified as current high priorities. Examples of the means by which these risks are mitigated through activities within the Business Plan are summarised below:

a) Funding risk: Inability to secure sufficient funding for programmatic needs

Mitigation within Business Plan (examples):

- Of the 19 additional staff positions sought for 2011, 9 are for resource mobilisation and associated activities (see Annex 3);
- Of the US\$10.5 million allocated to SG 3 for 2011, US\$ 6.4 is for activities to increase the predictability of global financing (see Annex 1).

The Business Plan includes activities to support the ongoing replenishment process through which GAVI seeks to secure funding for its programmatic needs through 2015.

b) Misuse of funds risk: Potential for misuse of funds in-country through cash-grants

Mitigation within Business Plan (examples):

- Of the 19 additional staff positions sought for 2011, 2 are to strengthen grant management capacity and the operation of the Transparency and Accountability Policy (see Annex 3)

c) Secretariat capacity risk: Mismatch between Secretariat workload and resources

Mitigation within Business Plan (examples):

- The 19 additional staff positions sought for 2011 will contribute towards coping with the generally high level of workload.
- Savings found (and to be found) can enable 19 new positions to be funded without increasing the Secretariat budget in 2011. These additional positions can only partially mitigate the Secretariat capacity risk. In parallel with seeking further efficiencies during 2011, activities will also have to be identified for curtailment.



**FOR DECISION**

**ANNEX 1**

**Programme Activities**

**Strategic Goal 1: Accelerate the uptake and use of underused and new vaccines (\$45.6m in 2011)**

Accelerating the uptake and use of underused and new vaccines has been GAVI’s core business since inception and therefore still represents the largest investment in the business plan at \$46.0m. This strategic goal now includes the costs for the Vaccine Investment Strategy and Investment Cases – which were previously housed under the programme expense line and not within the prior work plans.

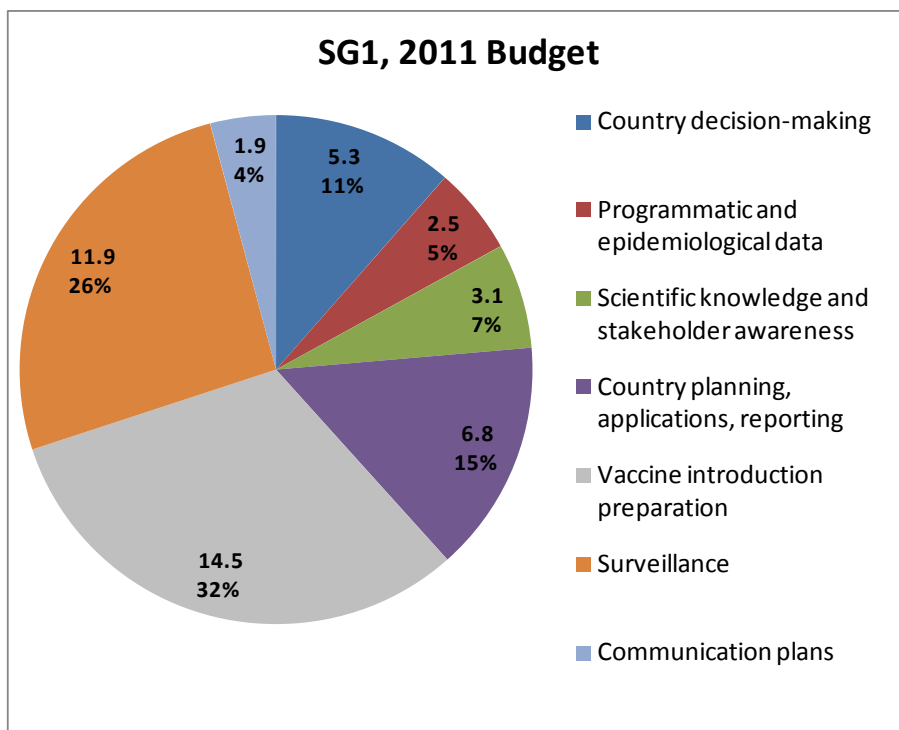
\$5.3m is allocated to “improve country decision-making structures, systems, and processes.” This includes supporting countries to regulate and develop recommendations

for vaccine use, supporting the decision-making process and assisting in preparing immunisation systems for introduction of vaccines with a specific focus on large countries, and developing country capacity to define appropriate delivery strategies and target populations for Human Papilloma Virus, Typhoid, Japanese Encephalitis, and Rubella vaccines, among other activities. (See log frame for more detail). The majority of these costs were not included in previous work plans, but rather paid through the programme expense budget.

\$2.5m is allocated to “ensure availability and use of high quality programmatic and epidemiological data.” Activities include improving the management, analysis, and reporting of administrative data at the country level, updating global and regional future deaths averted for vaccines, and optimising methods and processes for data generation and tool development, along with further developing tools to measure the impact of vaccines in economic terms.

\$3.1m is allocated to “improve scientific knowledge, and raise awareness amongst stakeholders.” This area is led by the AVI TAC and will identify target audiences, develop communication materials, and disseminate information.

\$6.8m is allocated to “improve the quality of country planning, GAVI applications and performance reporting.” These funds are used to support country introductions and manage the Independent Review Committees (IRC) to conduct technical reviews of country applications and Annual Progress Reports from countries.



## FOR DECISION

\$14.5m is allocated to “prepare countries for successful introductions of new and underused vaccines.” Activities include:

- Providing training on vaccine delivery and management for health care workers
- Conducting cold chain inventories as well as upgrade and replacement plans
- Perform Effective Vaccine Management (EVM) assessments and address vaccine management weaknesses
- Support introduction of Yellow Fever vaccine for routine and preventative campaigns
- Support introduction of Meningitis type A vaccine campaigns – priority focus on 2-3 countries for 2011.

These costs were not included in previous work plans, but rather paid through the programme expense budget.

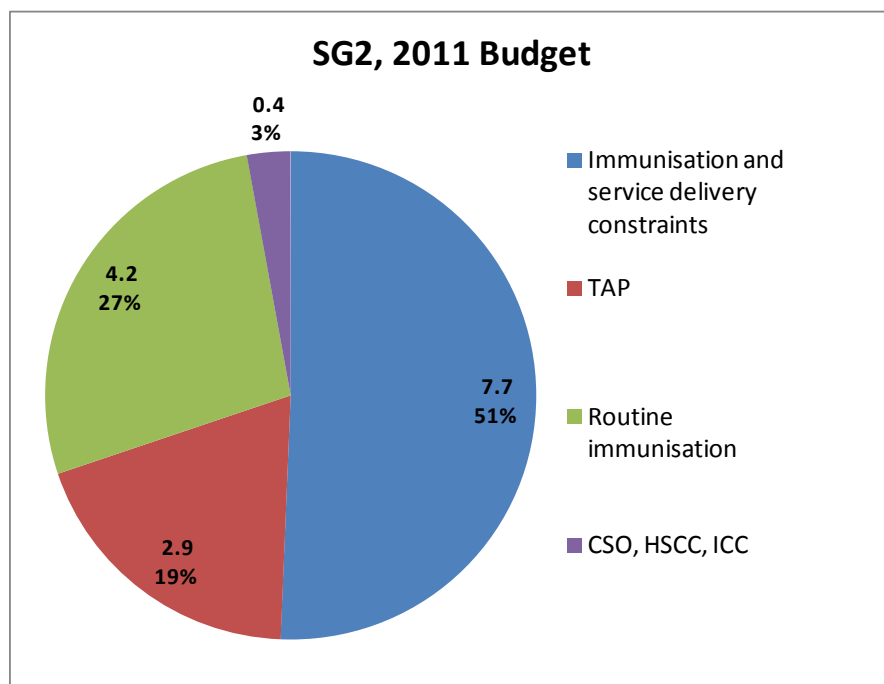
\$11.9m is allocated to “meet established quality indicators for surveillance of diseases preventable by new and underused vaccines.” Funds will be used for two main areas:

- Establishing and sustaining joint surveillance platforms for new and underused vaccines across 95 sites in all regions, along with strengthening the Ministry Of Health and standardising data collation, collation, and sharing
- Enhancing laboratory capacity to identify diseases preventable by new and underused vaccines.

\$1.9m is allocated to “strengthen national capacity for planning of behaviour change communication for new and underused vaccines within a country’s disease control framework.” Funds will be used to coordinate communication strategies as well as develop and implement national communication plans.

### Strategic Goal 2: Contribute to strengthening the capacity of integrated health systems to deliver immunisation (\$15.2m in 2011)

The health systems goal is intended to reduce in-country constraints for delivering essential services, namely immunisation. The Alliance is working closely with WHO, the World Bank, and the Global Fund to Fight AIDS, TB and Malaria, UNICEF and others through the newly created Health Systems Funding Platform (HSFP). This allows for streamlining, efficiencies, and reduced fiduciary risk. The funds in this budget focus on an inclusive planning and strategy development process to ensure the identified constraints are addressed, equity in access to services is improved, and strengthening civil society engagement in the health sector.



## FOR DECISION

\$7.7m is allocated to “ensure that constraints to immunisation and service delivery are identified and adequately addressed in National Health System policy and planning processes.” Activities to support this objective include the following:

- Building country capacity for policy analysis of healthy system constraints, strategic planning, HSS proposal development and reporting
- Providing technical support, including examination of policies to identify system barriers
- Supporting the development , capacity-building and implementation of national immunisation safety and immunisation waste management frameworks

\$2.9m is allocated to “align GAVI funding with country planning and budgeting cycles and improve financial management oversight of cash grants.” The activities are focused on implementing the Transparency and Accountability Policy (TAP) and to assist countries applying for new HSS funding through the new platform.

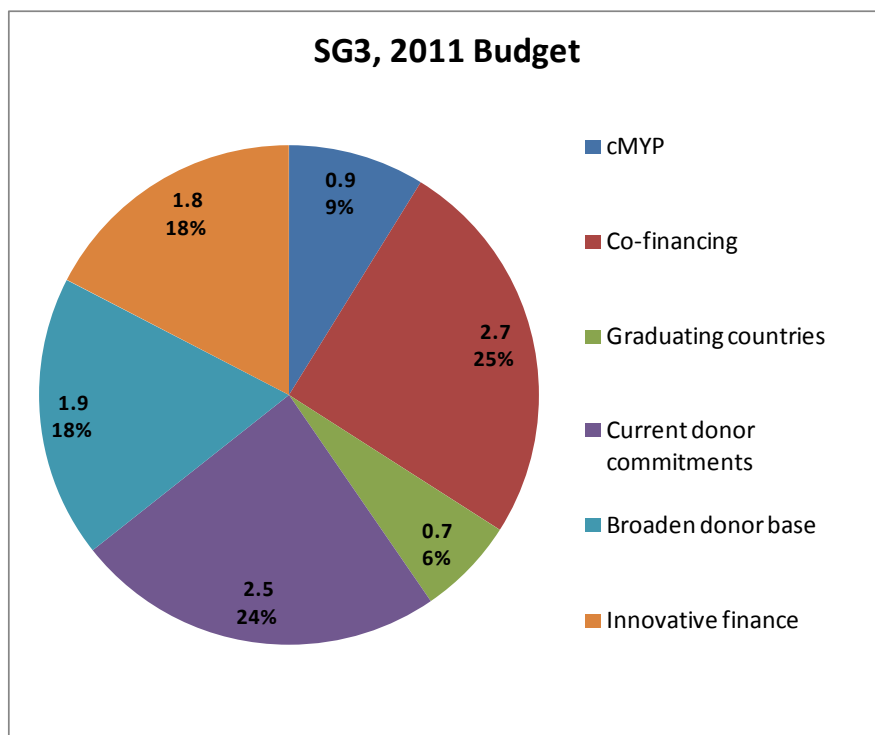
\$4.2m is allocated to “increase coverage and equity (including, geographic, social strata) of routine immunisation in countries with DTP3 coverage of less than 70%.” This includes work to identify and address major inequities in immunisation coverage in order to reduce the inequity and built capacity within countries to improve their ability to vaccinate more than 70% of infants. Implementing the new GAVI support window, Incentives for Routine Immunisation Systems Strengthening (IRIS), is also supported through these funds.

\$0.4m is allocated to “ensure active engagement of Civil Society Organisations (CSOs) in the Health Systems Funding Platform, Health Sector Coordination Committees (HSCCs) and Inter-Agency Coordinating Committees (ICCs).” Activities include developing, maintaining, and monitoring GAVI specific strategies and policies for improving engagement in immunisation service delivery and for improved CSO engagement at the country level.

### Strategic Goal 3: Increase the predictability of global financing and improve the sustainability of national financing for immunisation (\$10.5m for 2011)

Increased investment in resource mobilisation is supported by the following budget, along with a focus on co-financing to work towards the goal of countries financing themselves. The below graph and detail explain the programme objectives.

\$0.9m is allocated to “integrate immunisation plans and budgets (cMYPs) into national planning and budgeting frameworks.” Activities include technical support and capacity-building for the development of cMYPs and their integration as well as supporting countries in exploring options for leveraging additional natural resources for immunisation financing.



## FOR DECISION

\$2.7m is allocated to *“implement the co-financing policy.”* Activities include supporting countries during the process to implement and integrate the policy with national processes.

\$0.7m is allocated to *“support graduating countries in sustaining investment in immunisation.”* This includes developing and monitoring implementation of transition plans to phase out GAVI support.

\$2.5m is allocated to *“expand and extend direct donor commitments.”* Main activities in this area include:

- Designing and implementing a new replenishment approach to securing donations
- Establishing and strengthening relationships with key civil society groups, Members of Parliament in targeted and current donor countries, and others
- Strengthening relations with G8 donors.

\$1.9m is allocated to *“broaden the public and private sector donor base.”* Funds will be used to research, develop, and implement strategies for new donors, to develop relationships with officials of potential donors, strengthen relationships with G20 donors, and to establish an expert task team for global private sector fundraising.

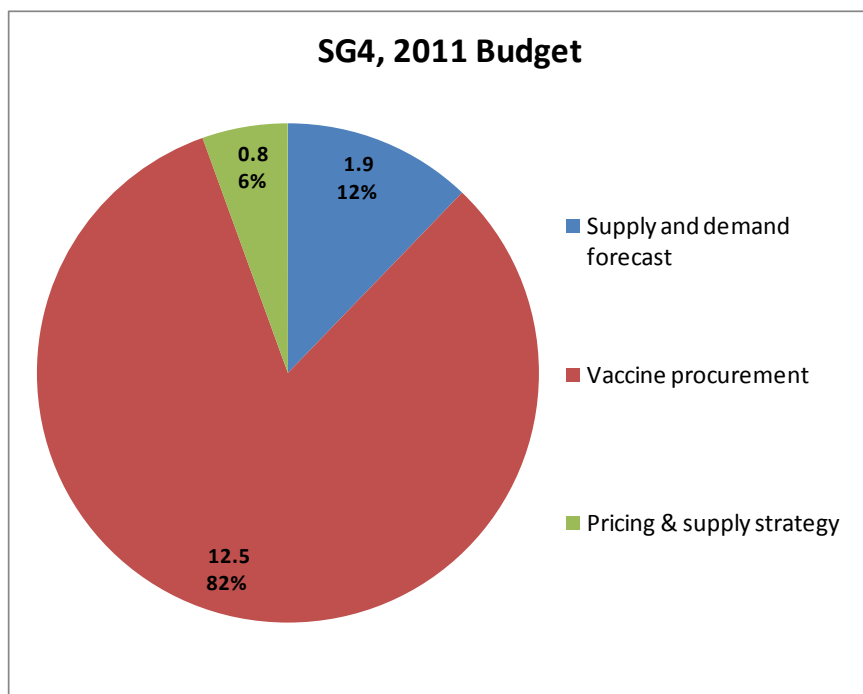
\$1.8m is allocated to *“grow and develop GAVI’s innovative finance product portfolio (including scaling of IFFIm).”* Main activities include growing and enhancing IFFIm, seeking to participate in sovereign innovative finance mechanisms, and exploring, analyzing, and developing specific product ideas through partnerships.

### Strategic Goal 4: Shape vaccine markets (\$15.3m)

The market goal is new in that it has been elevated from activities within previous work plan budgets to a strategic goal to provide renewed focus. The funds in this goal include procurement fees which were previously not included in the work plan.

\$1.9m is allocated to *“strategically forecast the demand and supply for all vaccines in the GAVI portfolio.”* Main activities include mapping supply and demand at country and global levels, identifying gaps and developing improvement plans, as well as documenting and reviewing processes, methods, and reporting to ensure improved intelligence gathering.

\$12.5m is allocated to *“ensure efficient and effective vaccine procurement and supply chain management.”* This budget includes all procurement fees as well as an activity to develop new procurement approaches to make demand more predictable.

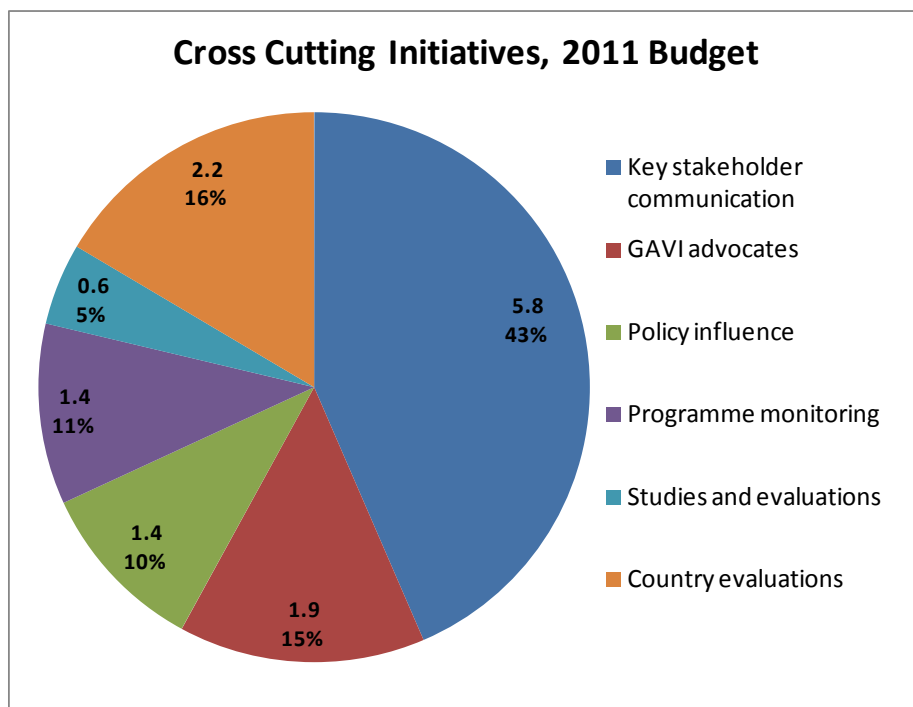


## FOR DECISION

\$0.8m is allocated to “develop instruments for lowering price to GAVI and countries and/or encouraging development of appropriate products.” This includes engaging suppliers and evaluating options for accelerating development and securing predictable supply of priority vaccines as well as following up on recommendations from previous supply strategy work.

### Cross –Cutting Initiatives: Advocacy, Communication & Public Policy (\$9.1m) and Monitoring & Evaluation (\$4.3m)

In order to support the four strategic goals, a set of cross-cutting initiatives surrounding advocacy, communication & public policy as well as monitoring & evaluation have been identified. Instead of spreading these across the strategic goals, it makes more sense to have a holistic approach to ensure streamlining and efficiencies.



#### Advocacy, communication, and public policy

- \$5.8m is allocated to ensure that “the value of immunisation, new vaccines, and GAVI is understood amongst key influencers and stakeholders.” Activities surround targeted media campaigns in donor countries and a direct donor and stakeholder communications programme, including online outreach, media relations, and distribution of evidence-based messaging and materials.
- \$1.9m is allocated for “mobilised and empowered advocates to inform GAVI’s policies, support fundraising and help achieve its strategic goals.” Activities include building global and regional networks of advocates to influence policy-makers and donors and organise as speakers.
- \$1.4m is allocated to ensure “increased influence in development aid policy settings.” This activity involves increasing GAVI’s visibility and prominence at high level policy and political forums and effectively leveraging G8 and G20 processes.

#### Monitoring & Evaluation

- \$1.4m is allocated to “ensure effective routine programme monitoring that links decision making to performance.” This includes implementation completion of the GAVI data warehouse and reporting system and finalising the development and implementation of a revised immunisation data quality audit tool.
- \$0.6m is allocated to “coordinate and conduct targeted studies to address key questions and meet critical information needs.” This works includes completing evaluations requested by the Board, Evaluation Advisory Committee, and the Programme and Policy Committee.

## FOR DECISION

- \$2.2m is allocated to “conduct full country evaluations to evaluate the impact and cost-effectiveness of GAVI support to countries.” The country evaluations use routine monitoring indicators to comprehensively evaluate inputs, process, outcomes, and impact as well as contextual factors and equity to examine the effectiveness and cost-effectiveness of GAVI’s support to each of the participating countries.

**FOR DECISION****ANNEX 2****GAVI Secretariat Costs – reconciliation with prior structure**

1 Through the end of 2010, the Secretariat’s expenses are classified as either “Work Plan” or “Administrative”. The Work Plan budget finances programmatic activities while the Alliance Administrative Budget finances the operations of the Secretariat – including all staff payroll, benefits, and travel.

2 Under the new structure of the Business Plan, those costs associated with driving the business and programmatic activities are classified as “Programme Implementation” and the operational support costs of the Secretariat are classified as “Mission Support.” Hence, staff costs are now budgeted directly to the business activities in order to obtain a holistic view of programme implementation costs. In practice this means that the majority of expenses within the following teams are budgeted within Programme Implementation (whereas previously they were entirely within the Administrative budget): Programme and Policy, Programme Delivery, External Relations, Special Projects and Innovative Finance. .

3 In the table below the breakdown of the Secretariat’s costs are shown between the types of expense: Programme Implementation and Mission Support. The 2010 Budget has been reconciled to the 2011 Budget model in order to present a like-for-like comparison.

4 The table below shows the impact of the strategic decisions to increase investment in resource mobilisation, and the net slight changes in all other teams. “All Other” under Programme Implementation includes the following teams: Policy & Performance, Programme Delivery, Innovative Finance, and Special Projects. “Administrative” includes the following teams: Executive Office, Human Resources, Internal Audit, Legal & Governance, and Finance & Operations.

GAVI Secretariat Budget 2010-2011											
Team view: Programme Implementation and Administrative Split (\$m)											
	2010 Budget (prior structure)			2010 Budget (new structure)			2011 Budget			2011b vs 2010b	
	Work Plan	Admin	Total	Prog. Impl. Act.	Mission Support	Total	Prog. Impl. Act.	Mission Support	Total	Δ	
Programme Implementation											
<i>External Relations</i>	2.6	7.7	10.3	10.2	0.1	10.3	11.4	0.5	11.9	1.6	15%
<i>All Other</i>	9.3	9.0	18.3	18.3	0.0	18.3	17.7	0.2	17.8	-0.5	-3%
Administrative	0.7	25.4	26.1	0.7	25.4	26.1	0.0	26.1	26.1	-0.0	0%
<b>Subtotal</b>	<b>12.6</b>	<b>42.1</b>	<b>54.7</b>	<b>29.1</b>	<b>25.5</b>	<b>54.7</b>	<b>29.0</b>	<b>26.7</b>	<b>55.8</b>	<b>1.1</b>	<b>2%</b>
Management Adjustment			0.0			0.0		-1.3	-1.3	-1.3	-2%
<b>Grand Total</b>	<b>12.6</b>	<b>42.1</b>	<b>54.7</b>	<b>29.1</b>	<b>25.5</b>	<b>54.7</b>	<b>29.0</b>	<b>25.4</b>	<b>54.5</b>	<b>-0.2</b>	<b>0%</b>

**FOR DECISION****ANNEX 3****Additional staff positions**Overview

GAVI Secretariat headcount stands at 124 Board approved permanent positions for 2010, and 9 temporary staff, 133 in total. Requests for 19 additional staff are outlined in the Table below and would bring GAVI headcount for 2011 to 146 permanent positions and 5 temporary staff, 151 in total.

GAVI Secretariat Headcount 2010 and 2011									
	2010 Budget			2011 Budget			Year on Year change		
	Perm	Temp/ Cons.	Total	Perm	Temp/ Cons.	Total	Perm	Temp/ Cons.	Total
<b>Programme Implementation</b>	<b>66.5</b>	<b>6.0</b>	<b>72.5</b>	<b>87.5</b>	<b>0.0</b>	<b>87.5</b>	<b>21.0</b>	<b>-6.0</b>	<b>15.0</b>
<i>External Relations</i>	26.0	5.0	31.0	39.0		39.0	13.0	-5.0	8.0
<i>Policy &amp; Performance</i>	14.0		14.0	14.0		14.0	0.0	0.0	0.0
<i>Programme Delivery (incl TAP)</i>	22.0		22.0	27.0		27.0	5.0	0.0	5.0
<i>Innovative Finance</i>	3.0	1.0	4.0	5.0		5.0	2.0	-1.0	1.0
<i>Special Projects</i>	1.5		1.5	2.5		2.5	1.0	0.0	1.0
<b>Mission Support</b>	<b>57.5</b>	<b>2.5</b>	<b>60.0</b>	<b>58.5</b>	<b>5.4</b>	<b>63.9</b>	<b>1.0</b>	<b>2.9</b>	<b>3.9</b>
<i>Executive Office, HR, &amp; Internal Audit</i>	11.0		11.0	13.0	0.4	13.4	2.0	0.4	2.4
<i>Legal &amp; Governance</i>	8.0		8.0	8.0	2.0	10.0	0.0	2.0	2.0
<i>Finance &amp; Operations</i>	38.5	2.5	41.0	37.5	3.0	40.5	-1.0	0.5	-0.5
<b>Total</b>	<b>124.0</b>	<b>8.5</b>	<b>132.5</b>	<b>146.0</b>	<b>5.4</b>	<b>151.4</b>	<b>22.0</b>	<b>-3.1</b>	<b>18.9</b>

'Special Projects' mainly relate to Health Systems Strengthening

**Rationale for the 19 additional positions**Investment in resource mobilisation and communications: 9 positions

To increase capacity for resource mobilisation and communications, the External Relations and Innovative Finance teams are seeking 9 additional positions (15 permanent and a reduction of 6 temporary), comprised as follows:

7 for Resource Mobilisation and associated communications and advocacy: 3 for programme funding (donor relations); 2 for communications and 1 for advocacy and public policy; 1 executive assistant

2 for Innovative Finance: analyst and communications manager\*

\*hosted within the External Relations team

Strengthening programme delivery and special projects: 6 positions

Director, Country Reviews and Grant Renewals



**FOR DECISION**

– The director will lead a team of 10 staff and will be responsible for supporting the IRC process and grant renewals and having oversight of Transparency and Accountability (TAP) issues. The team manages the grant approval and disbursement process for GAVI's key work in supporting countries. The director will support the Managing Director to provide leadership, strategic direction and management support.

**Manager, Country Communications**

– Several GAVI evaluations have highlighted the need to improve communication with countries on GAVI policies and feedback on major implementation issues. The Country Communication Manager will work with secretariat staff and Alliance partners to implement a comprehensive approach to country communications.

**Co-financing Officer**

– To support the implementation of co-financing. The number of countries co-financing has almost doubled since the first year of implementation but the Secretariat does not have a full-time position solely assigned to co-financing. The additional staff will help with the monitoring of the implementation of the policy and to maintain up to date information on country progress on co-financing. Also the staff will support the work of the IF&S Task Team and the monitoring of the implementation of Strategic Goal 3.1 in the business plan. As co-financing plays an important role in GAVI's model and an innovative area of GAVI's support, the additional staff will help preparing progress reports on that will help to record of GAVI's experience and the impact on vaccine country financing.

**Senior Manager, Transparency and Accountability (TAP)**

– To assist with the workload associated with further implementation of the new TAP policy. The recruitment of an additional public financial management specialist will help with routine monitoring of financial reporting from countries, assist in conducting Financial Management Assessments, enable closer scrutiny of external audit reports and follow up actions if necessary and strengthen GAVI's ability to manage fiduciary risk at country level.

**Admin Assistant**

- A new administration assistant is needed to support (4) new managers in this plan. Currently programme assistants support on average 2 – 3 senior programme managers. They also provide administrative support for following up 72 eligible countries including letters to countries.

**Special Projects Analyst**

- A policy analyst and programme manager to coordinate progress on special projects, primarily HSS. This position will ensure the internal and external completion of joint Health System Funding Platform deliverables, in line with SG2 of the business plan. They will coordinate deliverables for the governance process and will manage the Special Projects workplan and administrative budgets, consultants and content for meetings with donors and other interested parties. They will be supported by part time administrative help and will work closely with the cross-cutting HSS internal team.

**Adding capacity to Mission Support: 4 positions**

- 1 for Executive Office: Head of performance management
  - to oversee implementation of the business plan. Will ensure timely management reporting, partner reporting and reporting to the board on progress towards achieving deliverables.
- 1 for Human Resources: Human Resources assistant
- 2 for Legal and Governance:
  - Manager, Governance
  - Executive Assistant

## ANNEX 4: Risk matrix – Mitigation of risks by activities funded through the Business Plan

Risk category	Main risk	Potential for negative impact	Specific risk	Risk mitigation strategy/activity in the business plan	Strategic goal	Programme objective/	Residual risk (post mitigation actions)
Financial risk	Funding risk	High	Predictability of donor commitments	Re-designed replenishment mechanism, increased emphasis on multi-year agreements and pledges	SG3	321	High
			Size and diversity of the donor base	Increased efforts to expand the donor base, specifically targeting key members of the G20 and, new private and corporate partnerships	SG3	322	
			Donor relations/ perceptions	Enhanced donor relations and improved donor communications. Formalised and more active donor support network (e.g., Friends of GAVI)	SG3, ACP	321, 322, AC111	
	Economic and financial market risks	Medium	Credit ratings, currency fluctuation, interest rates etc.	Long-range financial planning and forecasting. Robust financial management strategies and policies	Financial admin	Internal financial management	Low
	Medium-term liquidity risks (2-3 years)	Medium	Cash flow	Rigorous internal financial management policies and controls (inc. cash flow reserve policies, regular internal audits)	Financial admin	Internal financial management	Low
Operating risks	Cash-based Programme risks	High	Health system strengthening grants, CSO grants, IRIS Programme	Dedicated infrastructure for the management of cash-based grants (incl. TAP, FMAs etc.). Joint partnership with the World Bank, Global Fund and WHO in the Health Systems Funding Platform (incl. joint assessments and annual reviews, and a surveillance platform).	SG2	211, 212	High
	Country introduction risks	Medium	Applications, reviews and disbursement process risks	Dedicated country communications capacity, evidence based decision making, direct support with GAVI applications (vaccines and HSS). Independent Review Committee technical reviews and recommendations around country applications. Alignment of GAVI funding with country planning and budgeting cycles.	SG1, SG2	111, 112, 113, 121, 211, 212	Low
			Forecasting and planning	Specialised demand and supply forecasting across all vaccines (current and future)	SG1, SG4	111, 112, 121, 122, 123, 411	
			Country capability and infrastructure	Specialised in-country training and capability building. Implementation of proven country systems, structures and processes for vaccine introduction (incl. vaccine policies and regulations)	SG1	111, 112, 121, 122, 123	
			Programme performance	Routine assessments and reviews (e.g., APRs, EVMs, pre and post-Programme evaluations), routine Programme monitoring	SG1, ME	112, 121, ME111	
	Partner activity and outsourcing risks	Low	Technical assistance provider, sub-contracting and outsourcing	GAVI workplan performance management system. Coordination of Programme implementation (e.g., management of AVI TAC, WHO, UNICEF)	SG1, SG2	111, 112, 121, 122, 123, 124	Low

Risk category	Main risk	Potential for negative impact	Specific risk	Risk mitigation strategy/activity in the business plan	Strategic goal	Programme objective/	Residual risk (post mitigation actions)
<b>Market and product risks</b>	Vaccine pricing and supply risks	Medium	Pricing, manufacturing and supply chain risks. Policy and regulatory risks	Implementing PRGs, robust information on supplier landscape. Long-term vaccine demand forecasting with intermittent portfolio optimisation. Vaccine supply strategy study and implementation plan development	SG4	411, 412, 421	Low
	Vaccine safety and efficacy risks	High	Adverse events following immunisation, product recalls, regulatory risks	Rigorous pre-qualification, quality control and ongoing scientific studies driven mainly by the WHO. Routine surveillance, procurement quality control mechanisms under the UNICEF and PAHO procurement contracts.	SG1, SG4, ACPP	111, 112, 121, 122,, 412, AC111	Low
<b>Country sustainability</b>	Country vaccine financing, procurement and ongoing delivery risks	High	Financial planning and budgeting. Sustainable co-	Co-financing policy implementation (incl. monitoring and support of countries in default), integration of CMYPs in national planning and budgeting processes	SG3	311, 312	High
			Ongoing immunisation planning and coordination	Direct support to graduating countries in the development of transition plans and, pooled procurement strategies as part of the vaccine supply strategy study	SG3	311, 312, 313	
<b>Advocacy and communication risks</b>	Advocacy and communication risks	High	Advocacy and counter-advocacy	Expanded set of donor advocates and civil society organisation supporters	SG3, ACPP	321, 322, AC112	Medium
			Advocacy network and communication risks	Ongoing monitoring of GAVI press and media with associated response mechanisms including reputational risk and crisis communications	ACPP	AC111	
<b>Personnel and organisation risks</b>	Staff motivation and behaviour risks	Low	Staff turnover	Improved internal communications. Clearer roles and responsibilities with appropriate employee recognition through GAVI performance management	ACPP	AC111	Low
	Organisational knowledge and	Medium	Institutional knowledge	Coordinated information management with clear prioritisation of knowledge gaps and initiatives	M&E	ME111, ME112, ME113	Low