


| | | |
|---|------------------|------------|
|  | | |
| Gavi Risk Policy Results Framework | Version No.: 1.0 | Page 1 / 3 |

Gavi Risk Policy Results Framework and Theory of Change

1. Purpose of this framework

This framework articulates the theory of change and intended outcomes and impact from the Gavi Risk Policy.

2. Policy goal

The overall goal of the Gavi Risk Policy is to create a shared understanding of, and promote a consistent approach to, risk and risk management within Gavi, the Vaccine Alliance. It guides strategic and operational decision-making and facilitates a systematic approach to risk management of the Alliance.

The Gavi Risk Policy further aims to promote a culture of risk awareness, which encourages careful assessment of risks and benefits involved with Gavi operations and decision-making.

3. Theory of change


The *development* of the Risk Policy has facilitated a discussion with Gavi Board constituencies, which has led to the expression of explicit and well reasoned views on Gavi’s risk appetite. The *implementation* of the Risk Policy will help Gavi to take into consideration different types of risks involved in decisions and operations, and increase awareness of risk, including that associated with inaction. It will facilitate a consistent approach to risk management and ensure that the decisions and actions taken by the Gavi Board, the Secretariat and Gavi partners are in line with Gavi’s risk appetite in different strategic and functional areas. This will help guide the Alliance in setting priorities, choosing implementation strategies, and deciding on investments to mitigate risk.

This theory of change will be achieved through:

- Creating a common language around risk
- Raising awareness and encouraging discussion around risk
- Strengthening Gavi staff capacity to make risk assessments
- Setting expectations for mutual accountability between Gavi partners through high level definition of accountability structures for risk management
- Providing guidance on risk appetite to ensure that decisions are in line with the Alliance’s risk appetite

4. Key assumptions underpinning the results framework and theory of change

The Gavi Secretariat and Alliance partners have sufficient resources, capacity and willingness to support the Risk Policy implementation

| | | |
|---|------------------|------------|
|  | | |
| Gavi Risk Policy Results Framework | Version No.: 1.0 | Page 2 / 3 |

- It is possible to define risk appetite levels and the risk appetite levels for the strategic objectives and key functional areas as articulated in the Risk Policy will stay relatively stable over a two year period¹
- All Alliance partners strive to reflect risk appetite levels and follow this in their individual support and implementation of Gavi activities.
- All Gavi partners are willing to take on their roles and responsibilities with regards to risk in the Alliance, including to report on risk identified at various levels as and when these occur.
- There will be consistency in implementation of the risk policy across the Board, its committees, the Secretariat and Alliance partners

5. Monitoring and evaluation of risk policy implementation

Implementation of the policy will be monitored by the Secretariat as outlined in the framework below.

The monitoring will be regular, and mainly qualitative rather than quantitative, based on;

- Qualitative assessments of changes in reports prepared to the Gavi Board with regards to risk, the risk section in Board papers, reports from the Risk Register and presentations to the Board on risk
- A staff survey on risk, where the staff survey undertaken as part of the development of the Risk Policy will serve as the baseline
- A follow-up, after 2 years of implementation of the Risk Policy, to re-assess staff, Board members and constituency views on risk appetite to inform an update of the risk appetite statement, as well as to assess knowledge and attitudes towards the policy
- Assessment of Board decisions and their degree of consistency with the risk appetite statement.

¹ The risk appetite statement in the policy is to be reviewed every second year.

Gavi Risk Policy Results Framework

| Inputs | Process | Outputs | Outcomes | Impact |
|---|--|---|---|---|
| <p>Oversight and coordination of risk management activities by dedicated risk management function</p> <p>Regular meetings of cross-Secretariat Risk Management Committee chaired by CEO</p> <p>Risk Register review and reports on myGAVI (quarterly)</p> <p>Corporate KPIs</p> <p>Secretariat reports to the Board on risk (2/year)</p> <p>Risk assessment in proposed Board decisions</p> | <p>On-going assessment and management of risks by Secretariat and partners based on 'three lines of defence' model (1: Country Programmes and Alliance partners, 2: Programme Financial Assessment, M&E, Risk Management, 3: Internal Audit) and through various established operating processes, e.g. GAMR, Annual risk assessments by Country Programmes Team, etc.</p> <p>Regular Board discussions regarding Gavi's overall risk portfolio</p> <p>Board decisions taken on the basis of a thorough risk assessment and its alignment with the agreed Gavi risk appetite for that particular objective or functional area</p> | <p>Clarity among Alliance Partners and Gavi Secretariat staff on risk concepts, risk principles and risk appetite</p> <p>Clarity among Gavi partners on the roles and responsibilities for risk management within the Alliance.</p> <p>Careful assessment of risks and benefits in Gavi Alliance operations and decision-making</p> | <p>A shared understanding of risk in Gavi</p> <p>A consistent approach to risk and risk management within Gavi.</p> <p>Improved risk awareness within Gavi</p> <p>Mutual accountability for risk among Alliance partners</p> <p>Improved decision-making (quality of risk assessments in decisions)</p> | <p>Gavi's overall risk portfolio is aligned with the Alliance's risk appetite</p> |