

Annex E: Risk implication and mitigation including for countries and the Alliance

This annex outlines the risks and proposed mitigation measures associated with the implementation of the revised funding policies through the Funding Policy Review. The risks and mitigations are based on Secretariat analysis and consultations with Alliance partners and countries.

Key risks and mitigation measures are outlined in the table below:

Risk	Mitigation measures
Outcome of a potential recalibration of Gavi 6.0 priorities post Gavi's replenishment	<p>The policy shifts approved by the Board in December 2024 through the Funding Policy Review, aimed to maximise objectives of sustainability, health impact, equity, and market shaping. However, uncertainty about replenishment outcomes and potential need to recalibrate priorities could put some of these objectives at risk, for example if funding is reduced for ELTRACO shifts and/or the catalytic phase and/or the overall cash available to support the Health Systems and Immunisation Strengthening (HSIS) grants.</p> <p>Furthermore, specific details of the policies, depend on any potential recalibration of Gavi 6.0 priorities by the Board after the replenishment, including a) nominal caps and floors for the HSIS grant, b) on programmatic sustainability, eligibility thresholds for countries nearing transition and but facing persistent programmatic challenges level of consequence for non-payment of CJI, and c) options for addressing the pace of change in co-financing in PT countries.</p>
<u>Country capacity:</u> countries may face challenges in the planning, prioritisation, management and implementation of a single 5-year HSIS grant.	<p>Gavi is developing tailored guidance to support countries through the application and planning process as part of the Funding and Programme Guidelines. These will include flexibilities for reprogramming and adjustments as priorities evolve and processes to ensure disbursements reflect agreed upon milestones and plans, as well as reporting structures that allow Gavi to follow the implementation of key interventions. Pilots under the grant management reform will inform broader implementation including Alliance roles and responsibilities at country level.</p>
<u>Guardrails</u> to safeguard critical	<p>Guardrails have been kept to a limited, well-defined set of critical areas based on extensive consultation.</p>

investments may undermine country prioritisation and ownership, and risk of guardrails expanding to cover multiple priorities further complicating processes.	Clear guidance and justification processes are being established to allow countries to request exceptions where appropriate. The Funding and Process Guidelines will provide detailed instructions on how to plan both within and beyond guardrails while maintaining transparency and alignment with national strategies.
<u>Funds for technical assistance (TA)</u> from the HSIS grant need to be allocated for country needs to the most appropriate partners to deliver and achieve the best possible immunisation outcomes	This will involve strong guidance to countries on how to plan and prioritise funding, including a differentiated approach to planning TA aligned with Health System Strategy. Although this guidance will not fully mitigate the risk, as per Board guidance, there will be no guardrails for TA meaning countries will ultimately decide upon the funding allocation based on their context. Applications will be reviewed by the Independent Review Committee (IRC), with final approval and contracting managed by the Secretariat.
<u>Forecasts used for allocation of funds for measles follow-up campaigns, vaccine introductions, and switches</u> may not accurately capture country needs throughout the strategic period. This creates a risk that allocated funds may be misaligned with actual needs, either resulting in a shortfall or an excess.	<p>Forecasts for measles/MR follow-up campaigns are generally more predictable due to the established Measles and Rubella Partnership (MRP) Strategy. These will be reviewed and revised before Gavi 6.0 to incorporate recent updates from Alliance partners and country-specific plans. Mechanisms are being established that will allow periodic reviews of country budgets as new needs arise, ensuring flexibility to adapt to emerging requirements, including based on recommendations from the Strategic Advisory Group of Experts on Immunization (SAGE).</p> <p>For introduction and switch grants, forecast assumptions will also be reviewed before allocation to improve accuracy however the relatively small size of the funding minimises risk. These grants can be absorbed within a country's cash ceiling. To support country planning, a forecasted amount for planned preventive campaigns in the first two years of the strategic period will be communicated to countries. This forecasted amount would be an upper bound that would be added to the HSIS grant for planning purposes but would not be allocated nor disbursed until an approved plan and budget is received and approved for the preventive campaign. In cases where these campaigns cannot be planned</p>

	at the start of the period, countries can apply for them separately.
<u>Change management to implement</u> different shifts brought about by the consolidation of funding levers could overwhelm both Gavi Alliance and country systems due to the scale of changes involved.	Through its 6.0 Operationalisation workplan, the Gavi Secretariat has mapped the changes required and outlined a timeline to achieve them. Strong, consistent engagement with countries, particularly through data-driven discussions during planning, will help align national priorities with Gavi's objectives, though some trade-offs between country ownership and Gavi's strategic goals may still occur. Clear criteria for the Independent Review Committee (IRC) will guide funding decisions and maintain coherence. Regular updates to governance bodies, including the Audit and Finance Committee and the PPC, will ensure oversight and course corrections when needed.