

Annex B: Overview of key risks and mitigation actions

This annex provides a high-level overview of key risks and proposed mitigation measures related to the shifts outlined in Doc 11: *The Evolution of the Partnerships Approach in Gavi 6.0*.

Note: In line with the Operational Risk Register Guidance, these are defined as the risks with a high residual level, reflecting the probability of a potential risk occurring and the consequences of the risk event. The listed mitigation actions lower the risk residual from high to moderate. Risks and mitigation measures related to funding allocation and programming of the consolidated cash grant—particularly the potential deprioritisation of partner support—are detailed in Annex E of Doc 6, which addresses the risks and implications of the Funding Policy Review, including the consolidation of cash funding levers.

Key risks	Mitigation measures
01. Funding model	
Potential adjustment to level of funding in Foundational Fund (should post-replenishment recalibration be necessary)	<ul style="list-style-type: none"> In line with the Alliance Partnerships and Performance Team (APPT) guidance, the amounts proposed in the Board paper preserve country-level funding at 100% of their Gavi 5.1 levels (including both Country Foundations and the share of PEF TCA funding now consolidated in the cash grants), while any required reductions are absorbed at the global and regional levels Depending on potential recalibration of Gavi 6.0 priorities by the Board after the replenishment, the overall scope of partner support may need to be revisited in the programming process. Pending Board guidance, any adjustments would maintain the focus on protecting country-level investments
Insufficient funding for country foundations	<ul style="list-style-type: none"> The proposed funding amount ensures funding to countries via the TA in the consolidated cash grant remains the largest share, in-line with the principle of country ownership, and is grounded in extensive analysis Funding guidelines for country foundations will provide guidance on what constitutes good technical assistance. This approach ensures a focus on both the quantity and quality of assistance, thereby enhancing its effectiveness and impact

Key risks	Mitigation measures
Deprioritisation of technical assistance / partner support within consolidated cash grant	<ul style="list-style-type: none"> • See Annex E of Doc 6
02. Programming	
Delays in application submission	<ul style="list-style-type: none"> • Secretariat to provide clear and timely guidance to countries and partners to ensure clarity on process and timelines for applications • Programming phase will be extended in duration, including introducing funding extensions for 6 months for both country and global/regional foundations
Delays in approval process	<ul style="list-style-type: none"> • Set up a streamlined review and approval mechanism, with strong internal coordination • For Global/Regional and Country Foundations, ensure sufficient funding extensions for 6 months (Note, funding extensions are not needed for Global and Regional Solutions as this is project-based support which will be programmed progressively)
Country burden due to multiple extension and programming processes	<ul style="list-style-type: none"> • Streamline extensions processes as much as possible • Align timelines and guidance across different types of extensions to reduce duplication at the country level • Provide visibility to countries on expectations and timelines for both extensions and programming processes to minimise confusion
03. Accountability and performance management	
Delays/challenges to finalise PAF	<ul style="list-style-type: none"> • Continue following a highly consultative process with multiple stakeholders, including countries, core partners, civil society organisations, etc. for the development of the global/regional component of the accountability framework. • Disbursements against the Foundational Fund will be contingent on finalisation of the PAF

Key risks	Mitigation measures
Misalignment with monitoring and reporting related to technical assistance in consolidated cash grant	<ul style="list-style-type: none"> • Integration of Partnerships Accountability Framework into Gavi 6.0 Execution Framework • Reporting of indicators for Country Foundations are integrated with country-level monitoring frameworks for the consolidated cash grant
Limited Transparency and Accountability of results by partners	<ul style="list-style-type: none"> • Ensure that the requirements for reporting and performance management are adequately reflected in revised grant agreements and contracts to ensure transparency and clarity on deliverables • Approach on reporting will be complemented with independent third-party assessments, with the recognition that in the 6.0 limited-resource context, feasibility to systematically employ such methods might be constrained • The accountability framework is part of the Gavi 6.0 Execution Framework, leveraging common indicators and processes for reporting to the Board
Excessive reporting burden	<ul style="list-style-type: none"> • Streamline reporting processes and integrate financial and programmatic reporting • Consider biannual reporting with quarterly reviews to reduce the reporting burden while ensuring timely actions and course corrections, while leveraging existing platforms e.g. ICCs at country level, Regional Working Groups at regional level, and APPT meetings at global level
Delays/challenges to re-negotiate contract agreements, hindering legally binding pursuit of accountability framework	<ul style="list-style-type: none"> • Initiate discussions with partners (including legal teams) from July 2025 to align on key principles and surface and resolve contentious terms early • Define a clear escalation path for unresolved issues to ensure timely decision-making