

RISK MANAGEMENT UPDATE

BOARD MEETING

Jacob van der Blij

4-5 December 2019, Delhi, India



Reach every child

www.gavi.org

Progress made on Risk Management



**Instilling a
risk-aware
culture**

**Active
top risk
management**

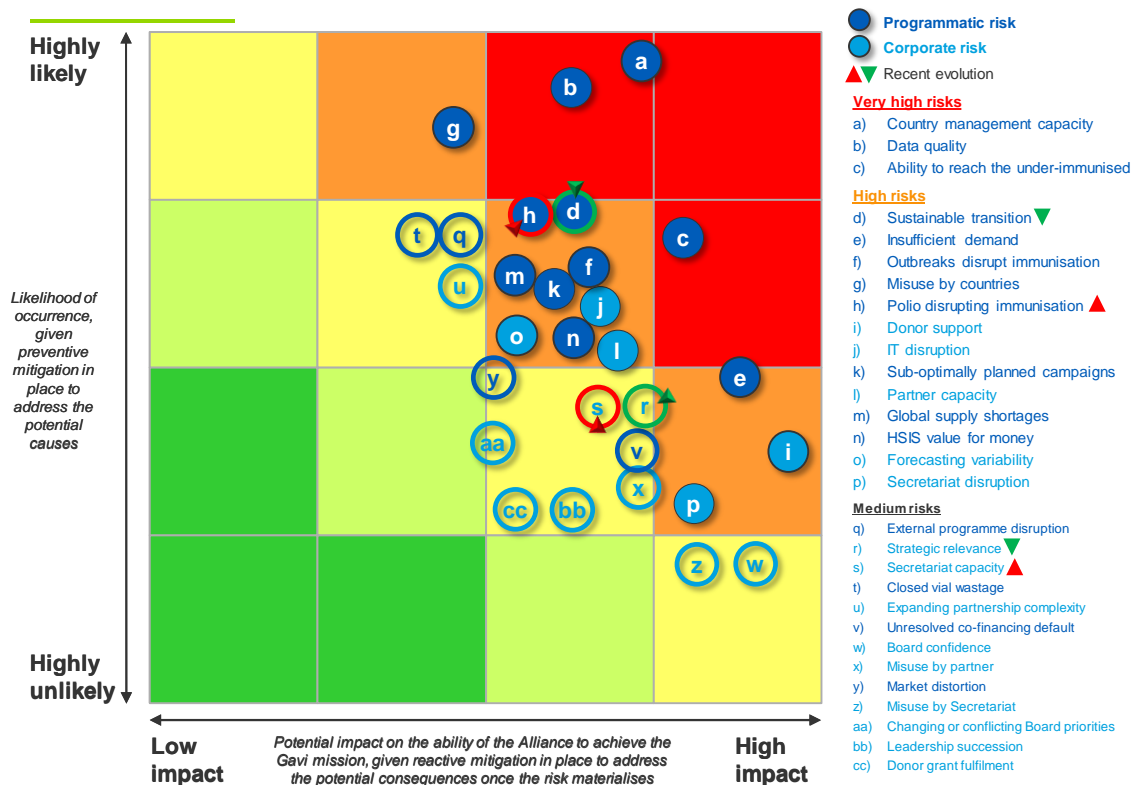
**Embedding
risk
management**

**Engaging
partners on
risk**

**Experience
sharing**

Risk profile remains relatively stable

2019 residual risk exposure, taking into account existing mitigation



d) Sustainable transition ▼

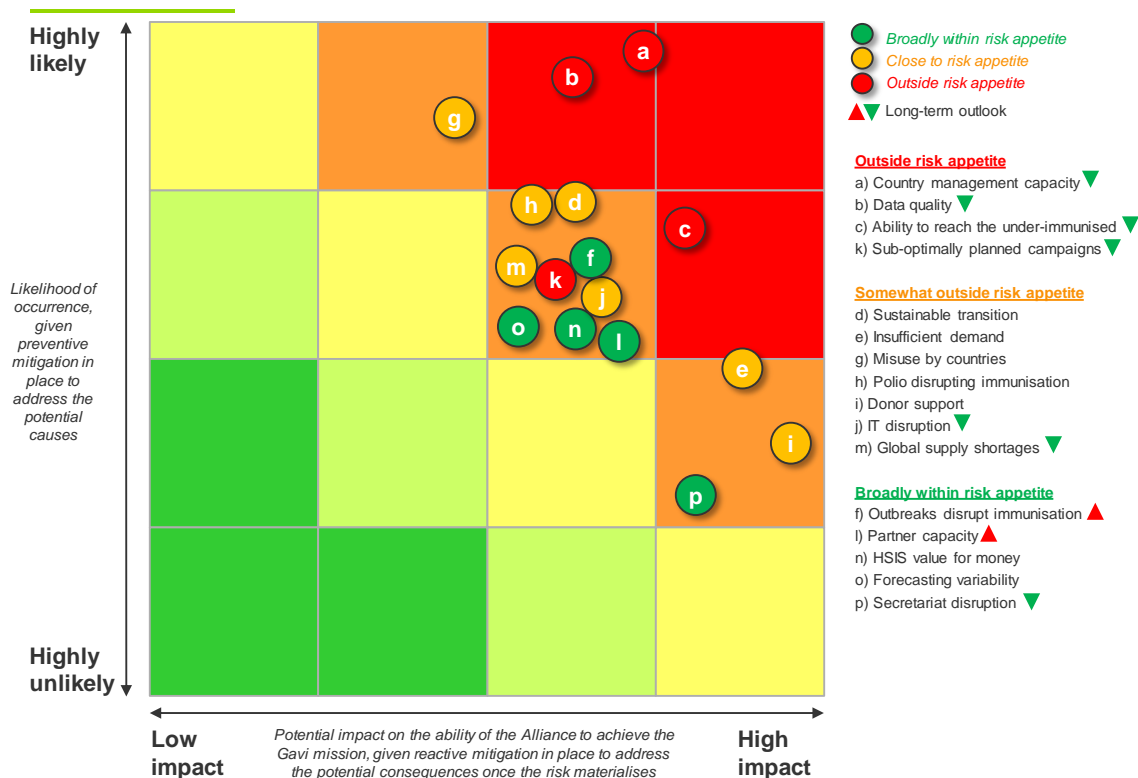
h) Polio disrupting immunisation ▲

r) Strategic relevance ▼

s) Secretariat capacity ▲

Actual exposures versus risk appetite

Willingness to accept the current top risk exposures



4 risks outside of risk appetite

Requiring intensive mitigation efforts

- Country management capacity
- Data quality
- Ability to reach the under-immunised
- Sub-optimally planned campaigns

7 risks somewhat outside

Requiring attention

5 risks broadly within appetite

To be monitored

Risks and risk appetite under Gavi 5.0

Overall risk profile inherently increasing

Strategic shifts with risk implications

- Reaching zero-dose
- Working sub-nationally
- Conflict/emergency environments

- New immunisation touchpoints
- Prioritising vaccines
- Outbreak response

- Programmatic sustainability
- Post-transition support

- Differentiated, tailored support
- Innovation / new approaches
- Collaboration with health actors

Increasing
and new risks

Some decreasing

Trade-offs and risk
appetite implications

- ❖ Mitigation developed and risk appetite articulated as part of strategy operationalisation
- ❖ 2020 Risk & Assurance Report with updated top risks for Gavi 5.0
- ❖ Review of Risk Appetite Statement

Recommendation

The Gavi Alliance Audit and Finance Committee **recommends** to the Gavi Alliance Board that it:

Approve the Risk & Assurance Report 2019 attached as Annex A to Doc 06a

The Gavi Alliance Board is furthermore requested to **provide guidance** on the following questions:

- a) Does the Board **agree with the top risks** identified this year and their ranking against likelihood and impact?
- b) Are there concerns on risk exposures clearly **outside of Gavi's risk appetite** and, if so, are further investments or different approaches to mitigation required?
- c) Does the Board have any preliminary views on **key risks for Gavi 5.0** as well as preliminary thoughts on their appetite for being exposed to these risks and how to appropriately balance potential trade-offs (see also Section 3 of the Risk & Assurance Report)?

THANK YOU

