

UPDATE FROM ETHICS, RISK AND COMPLIANCE OFFICE

BOARD MEETING

Maria Thestrup

4-5 December 2024, Bali, Indonesia

Annual Risk and Assurance Report

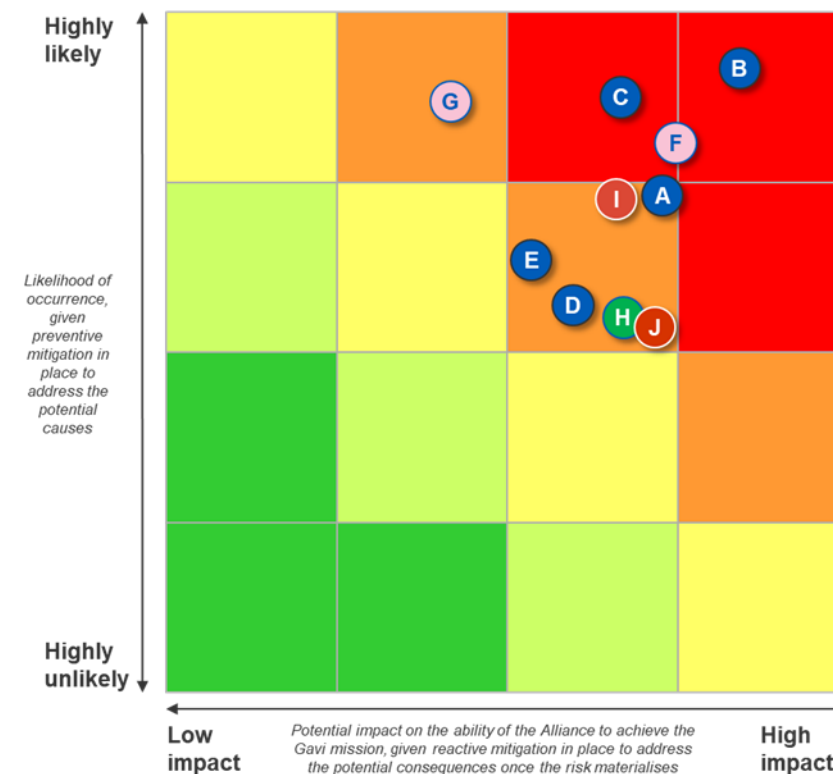


Annual Risk and Assurance Report 2024

Top 10 Risks*

Risk Level in 2024
and evolution from
2023

A	Country Management Capacity	↓
B	VPD Outbreaks	=
C	Limitations related to introduction, uptake and use of new vaccines	=
D	Sustainable transition and backsliding risk	↓
E	Vaccines supply shortages	=
F	Decrease in donor funding / 6.0 Replenishment	↑
Q	Misuse and suboptimal absorption of funds	↓
H	Engagement with CSOs and local partners	=
I	Cyber-attack	=
J	Challenges related to 6.0 operationalisation (New Risk)	🚩



Risk Category

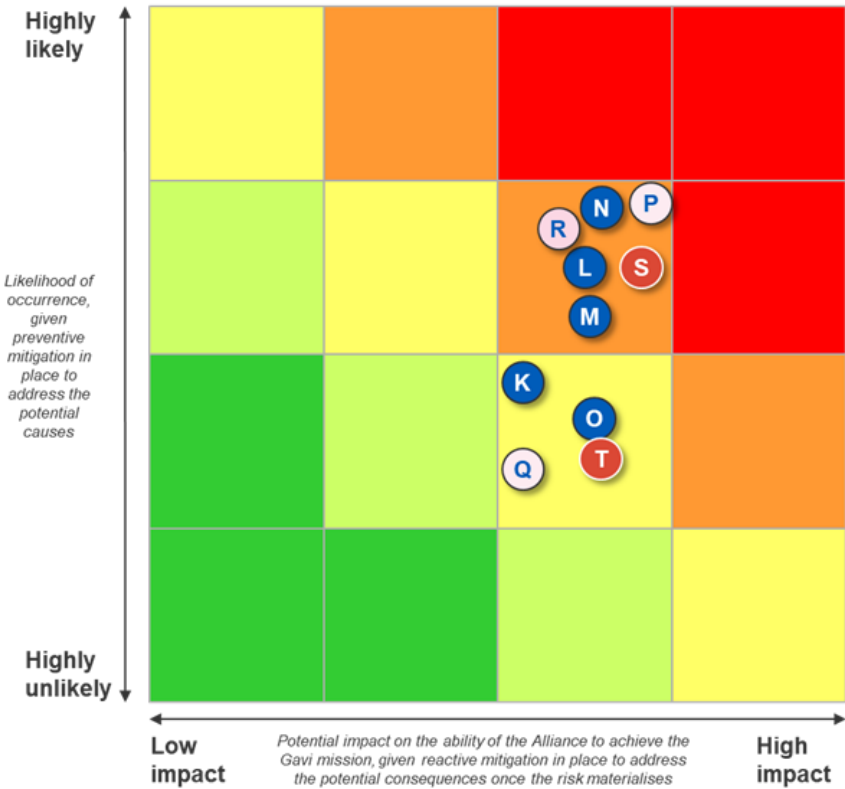
- Programmatic
- Financial
- Organisational
- Engagement with partners

Annual Risk and Assurance Report 2024

Top 20 Risks*

Risk Level in 2024
and evolution from
2023

K	Impact of health systems strengthening investments	↓
L	Data quality and availability	=
M	Sub-optimally planned and implemented campaigns	=
N	Fragile, Conflict and Humanitarian settings (New risk)	🚩
O	AVMA operationalisation (New risk)	🚩
P	Finance operational challenges	=
Q	Treasury risks (incl. Liquidity, Market and Credit risks)	=
R	Gaps in grant making and management process (New risk)	🚩
S	Unhealthy culture and unethical conduct incl. SEAH	=
T	Secretariat disruption	=



Risk Category

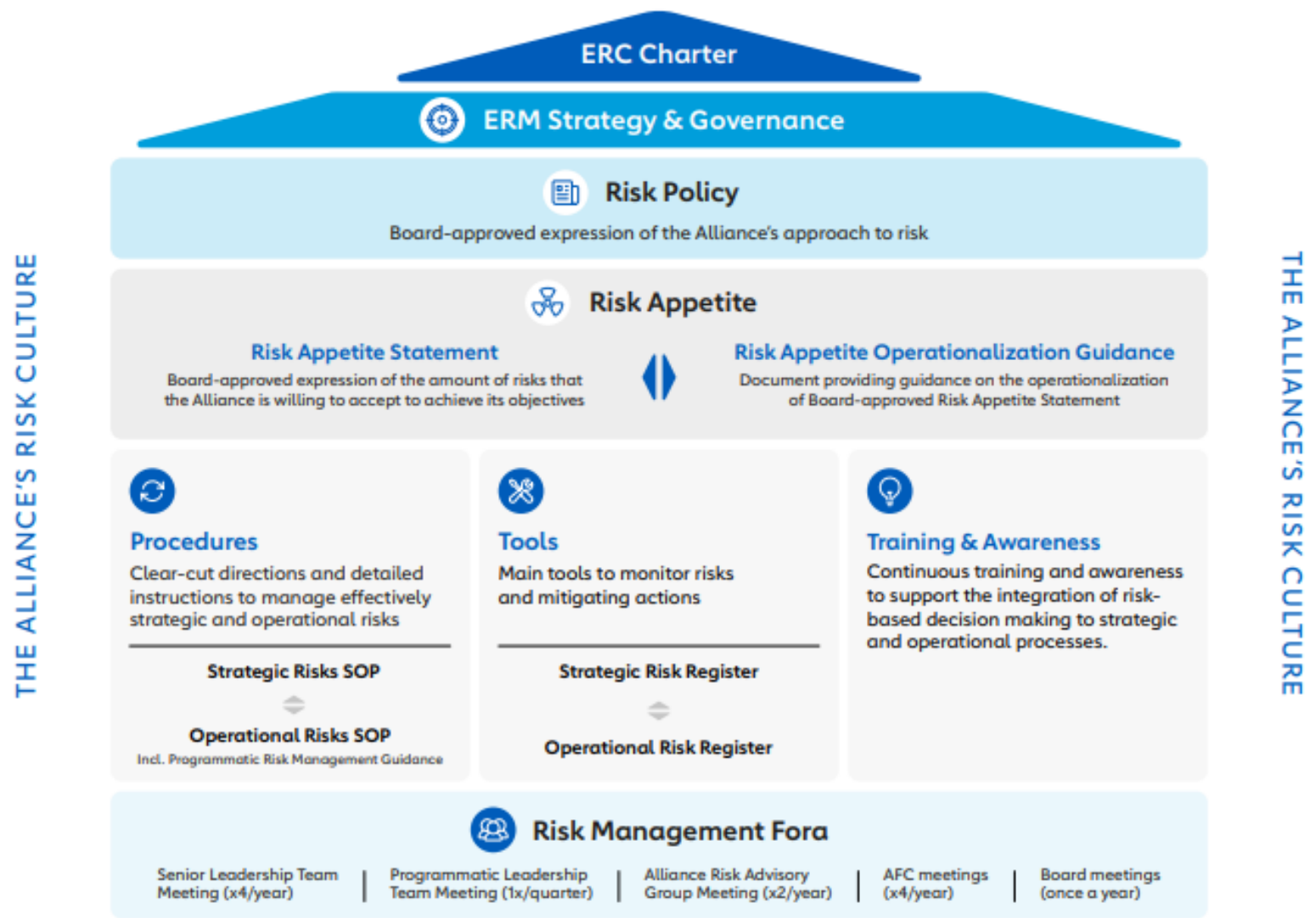
- Programmatic
- Financial
- Organisational
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* Note that top 20 risks are not ranked by level of importance or materiality.

Updated Risk Policy

Gavi's Risk Management Framework

THE ALLIANCE'S RISK CULTURE



THE ALLIANCE'S RISK CULTURE

Proposed changes to the Risk Policy



Complementing the policy's principles by adding **transparency**, **inclusiveness** and **risk-based decision-making**.



Updating roles and responsibilities by considering ERCO's new mandate as stated in the ERC charter and the terms of reference of the Senior Leadership Team, by specifying Secretariat-related and non-Secretariat related roles, and by differentiating those who are responsible and those who are accountable.



Differentiating two categories of risks to be managed at different levels – **Strategic Risks** that are linked to the strategic objectives and goals of the Alliance and **Operational Risks** that are linked to operations and activities of Gavi's Secretariat.



Extending the policy's scope to relevant stakeholders such as the Senior Leadership Team.



Describing the main steps of Gavi's **risk management process**.



Reflecting that the policy can be reviewed and updated **at the request of the CEO**.

Recommendation

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

- a) **Approve** the Annual Risk & Assurance Report 2024 attached as Annex A to Doc 11; and
- b) **Approve** the updated Risk Policy attached as Annex B to Doc 11.

Thank you