

September 2024

2024 Annual Risk and Assurance Report



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The Report



Foreword

from Gavi’s CEO



Sania Nishtar
Chief Executive Officer

“Understanding and managing risks is critical to the success and sustainability of our Alliance”

I am pleased to present Gavi, the Vaccine Alliance’s Annual Risk and Assurance Report 2024.

The report provides an assessment of the Alliance’s top risks in the context of the Gavi 5.1 (2021– 2025) mission and strategic goals. This years’ report reflects detailed quantitative and qualitative assessments based on robust methodology, with the aim of providing transparent and open reporting to our stakeholders.

Given the current context and external environment in which the Alliance operates, it is critical that risks are effectively understood and managed to enable the Alliance to respond to uncertainty and sustainably achieve its mission.

There has been significant focus this year on maturing and strengthening Gavi’s risk management framework and foresight approach. This is reflected in my 180-day plan, where key initiatives are identified and prioritised to respond to the top risks facing the Alliance. The 180-day plan covers key priorities designed to improve and accelerate delivery, strengthen the capabilities and culture of the Gavi Secretariat, and set the organisation up to successfully deliver in Gavi 6.0 (2026– 2030). Further, the plan includes a longer-term focus on Gavi’s role in reimagining the future of immunisation for humanity, given the contextual shifts impacting the Alliance’s future.

This Risk & Assurance Report provides a structured overview of the top risks and mitigating actions, to inform strategic decisions by the Board, Board Committees and management.



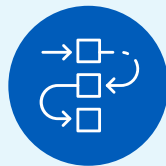
Gavi/2024/Jjumba Martin

1.1 Introduction

Gavi, the Vaccine Alliance (henceforth referred to as ‘Gavi’), recognises that its ambitious mission, its focus on lower-income countries, its operating principles and its business model come with inherent risks. The Alliance’s mandate requires working in settings and with an urgency that could expose decision makers and implementers to dilemma of managing programmes within acceptable levels of risk exposure. Therefore, the necessity for the Alliance to identify the

risks and opportunities that could arise in the pursuit of its objectives. Objectives can only be achieved by taking calculated and carefully managed risks. Some high-impact opportunities may require taking greater risks. Gavi aims to make risk management integral to its culture, strategic planning, decision making and resource allocation. A coordinated and structured approach allows the Alliance to proactively manage risk.

Risks are grouped into 4 dimensions:



Programmatic

Risks directly associated with programmatic activities driven by Country Delivery Department (CDD), Vaccine Markets, Health Security and COVAX teams, and Policy, Programme Design and Delivery Support (PPDS) teams.



Financial

Risks associated with potential fiduciary issues and/or financial opportunity cost.



Organizational

Risks associated with business activities and operations, procedures, people and systems.



Engagement with partners

Risks associated with our engagement with Alliance and local partners.

Our Risk Management approach is designed to generate a holistic view of Top risks for the Gavi Alliance in the context of the strategic goals and corporate priorities (see Fig.1).

It serves to better understand our risk exposure by providing increased transparency on the evolution of risks (year to year) and the related effectiveness of our mitigating actions. The annual Risk assessment and the 2024 Risk and Assurance Report are intended to help our Board and senior management focus on Top risks, align our strategy with risk exposure and oversee the effectiveness of our ability to mitigate risks.

Risks are grouped into four dimensions (left): **programmatic, financial, organizational and engagement with partners.**

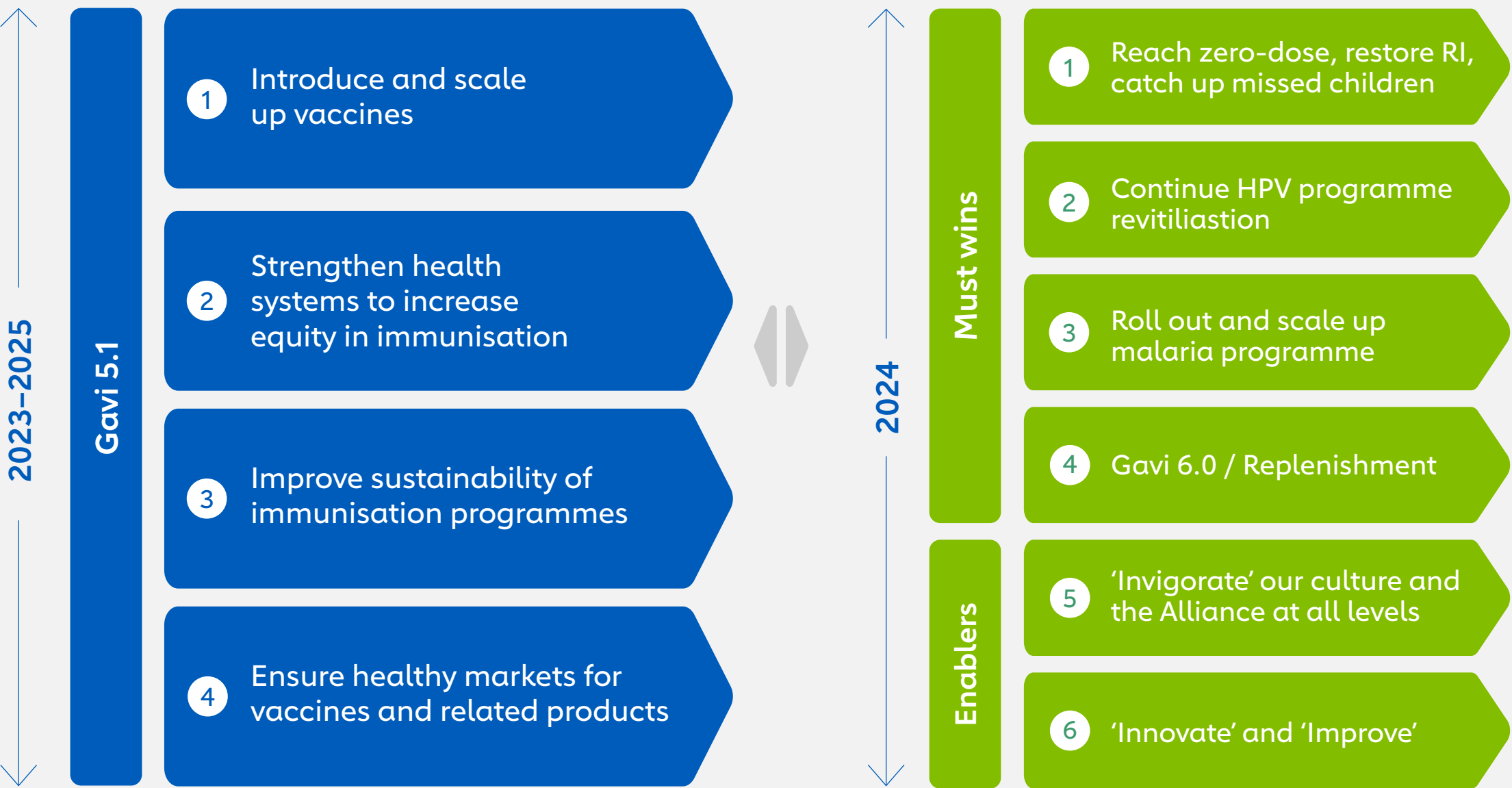
Risks are rated on a five-point scale – very high, high, medium, low and very low – based on their likelihood and potential impact. More information about the scales and methodology can be found in Annex 1.

Following a well-defined Top risk selection process, we are providing a full overview of the Gavi Alliance Top risks, an overview of other relevant risks to monitor, and of emerging risks related to Gavi 6.0 strategy.

For each top risk, it is specified whether the risk is **country-, secretariat- and/or Alliance-specific.**

The 2024 Risk and Assurance Report covers a 12-month risk assessment period from **October 2023 to September 2024.**

FIGURE 1
Gavi 5.1 strategic goals and 2024 corporate priorities



1.2 Executive summary

This year’s report details 10 top risks, i.e. risks that could potentially have an impact on the ability of the Alliance to achieve its mission and deliver on its strategic goals. The report also highlights 10 other relevant risks to be monitored during 2025. It shows that Gavi’s overall risk profile has slightly improved with four top risks decreasing and only two risks increasing (as illustrated in next page). Compared to last year, Gavi’s risk landscape has evolved with the removal of four 2023 top risks and the entry of four new risks.

The key drivers of the changes to Gavi’s risk profile are linked to progress in mitigating actions, current socio-economic environment, development in global health and developments within Gavi.

Significant progress is being done to mitigate this year’s top risks, notably through the CEO’s 180-day plan that ensures actionable risk mitigations through priorities setting and strengthening of accountability.



Gavi/2024/Mulugeta Ayene(MSPP)

Summary of 2024 top risks across four dimensions

Programmatic

Five programmatic risks have been selected among our Top 10:

- With a very high-risk level, VPD outbreaks remains the most elevated risk and is outside of Gavi’s risk appetite. Progress has been made across the Alliance in initiating and planning significant measures to mitigate this risk.
- Country management capacity risk, historically rated as Very High, has decreased to High, driven by effective progress and delivery on key mitigating actions.
- Risk related to limitations related to introduction, uptake and use of vaccines remains Very High, as long as mitigations are still ongoing and/or face some challenges.
- Risk of shortages in the global vaccine supply remains High due to the complex nature of biologicals manufacturing and supply chains.
- Risk related to sustainability transition and backsliding remains High, despite co-financing crossing the US\$ 200 million mark for the first time in 2023.

Five other programmatic risks related to Impact of Health System Strengthening (HSS) investments, Data quality and availability, Suboptimal campaigns, AVMA and Fragile conflict and humanitarian settings are among Top 20.

Financial challenges

Two risks have been selected among the Top 10:

- The risk of misuse and suboptimal absorption of funds remains High given the context in which Gavi operates, including funds disbursed to countries, Civil Society Organizations (CSOs) and local partners with weaker financial management systems.
- Despite mitigations being on track or completed, the risk of decreased donor support during the replenishment for Gavi’s 6.0 strategy has increased to Very High given the challenging external environment with competing replenishments, leadership transitions in many donor countries and competing priorities in international aid and cooperation.

Two other risks are considered relevant to monitor (among Top 20): Finance operations challenges (High) and Treasury risks (Medium).

Engagement with partners

The risk related to engagement with CSOs and local Partners is among our Top 10 and remains High. The risk is mainly driven by CSOs and local partners’ difficulties to access and report on Gavi funding and by challenges to manage accountability, performance, coordination and measurability in a broader partnership with CSOs and local partners.



Gavi/2021/Asad Zaidi(MSPP)

Organizational

The risk that capacities, processes and technology challenges affects readiness of the Alliance to deliver on the 6.0 strategy impacting timely achievement of strategic objectives and targets, is rated as High.

The risk of cyber-attack remains High as cyber threat continues to evolve and is continuing to target Gavi.

Three other organizational risks related to gaps in grant making and management process, to culture and conduct and to Secretariat disruption are rated respectively as High, High and Medium (among Top 20).

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	↑
G	Misuse and suboptimal absorption of funds	↓
H	Engagement with CSOs and local partners	=
I	Cyber-attack	=
J	Challenges related to 6.0 operationalization	NEW RISK ▶

Risk level

Very high

High

Medium

↑ Increase

↓ Decrease

= Unchanged

▶ New

Risk category

Programmatic

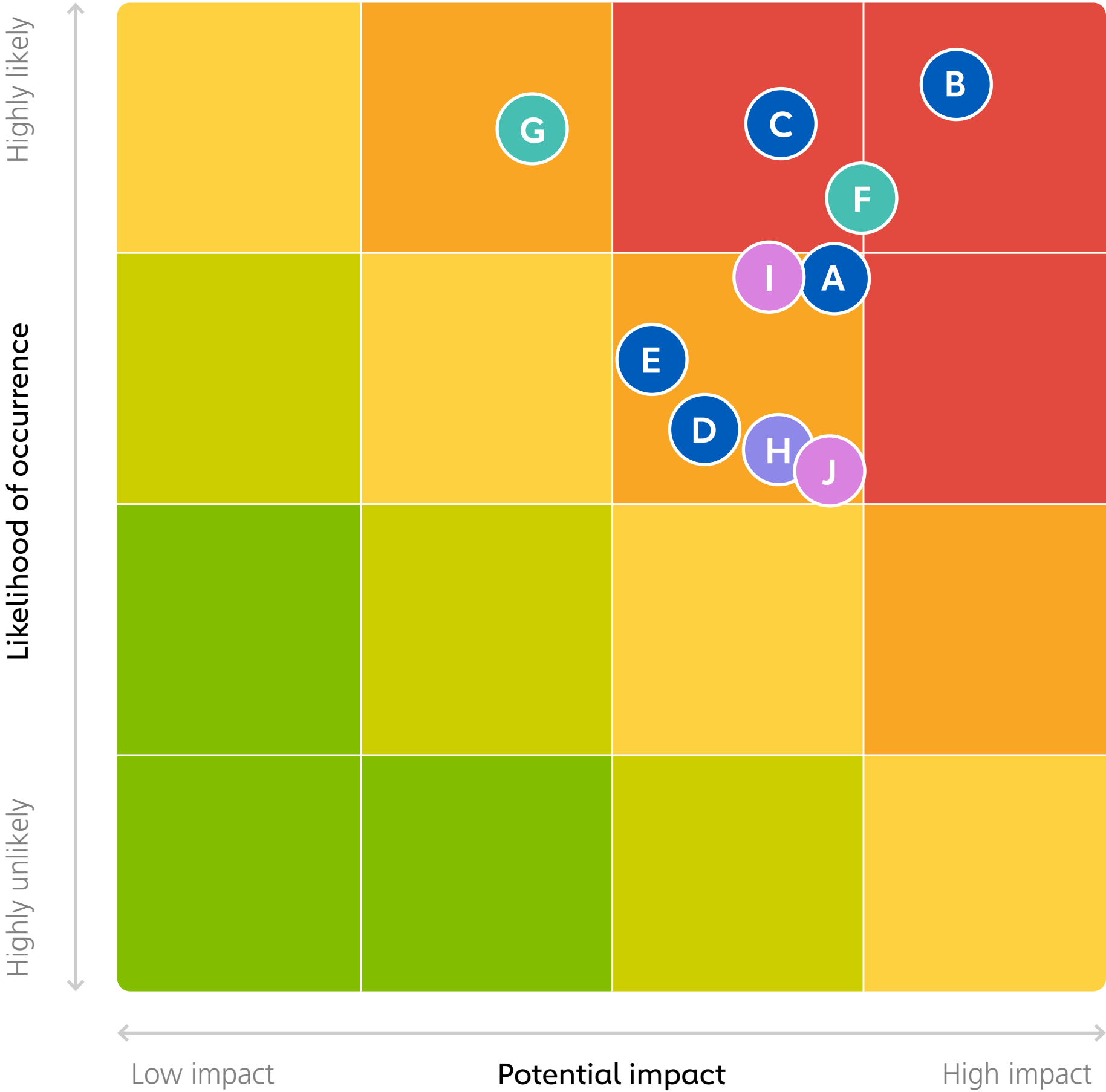
Financial

Engagement with partners

Organizational

* Note that top 10 risks are not ranked by level of importance or materiality.

Please refer to Annex 4.4 for further information on areas of intervention of the CEO 180-day plan supporting effective implementation of mitigating actions addressing the Top Risks.



Likelihood of occurrence, given preventive mitigation in place to address the potential causes

Potential impact on the ability of the Alliance to achieve the Gavi mission, given reactive mitigation in place to address the potential consequences once the risk materialises

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 level

Very high

High

Medium

↑ Increase

↓ Decrease

= Unchanged

▶ New

Risk category

Programmatic

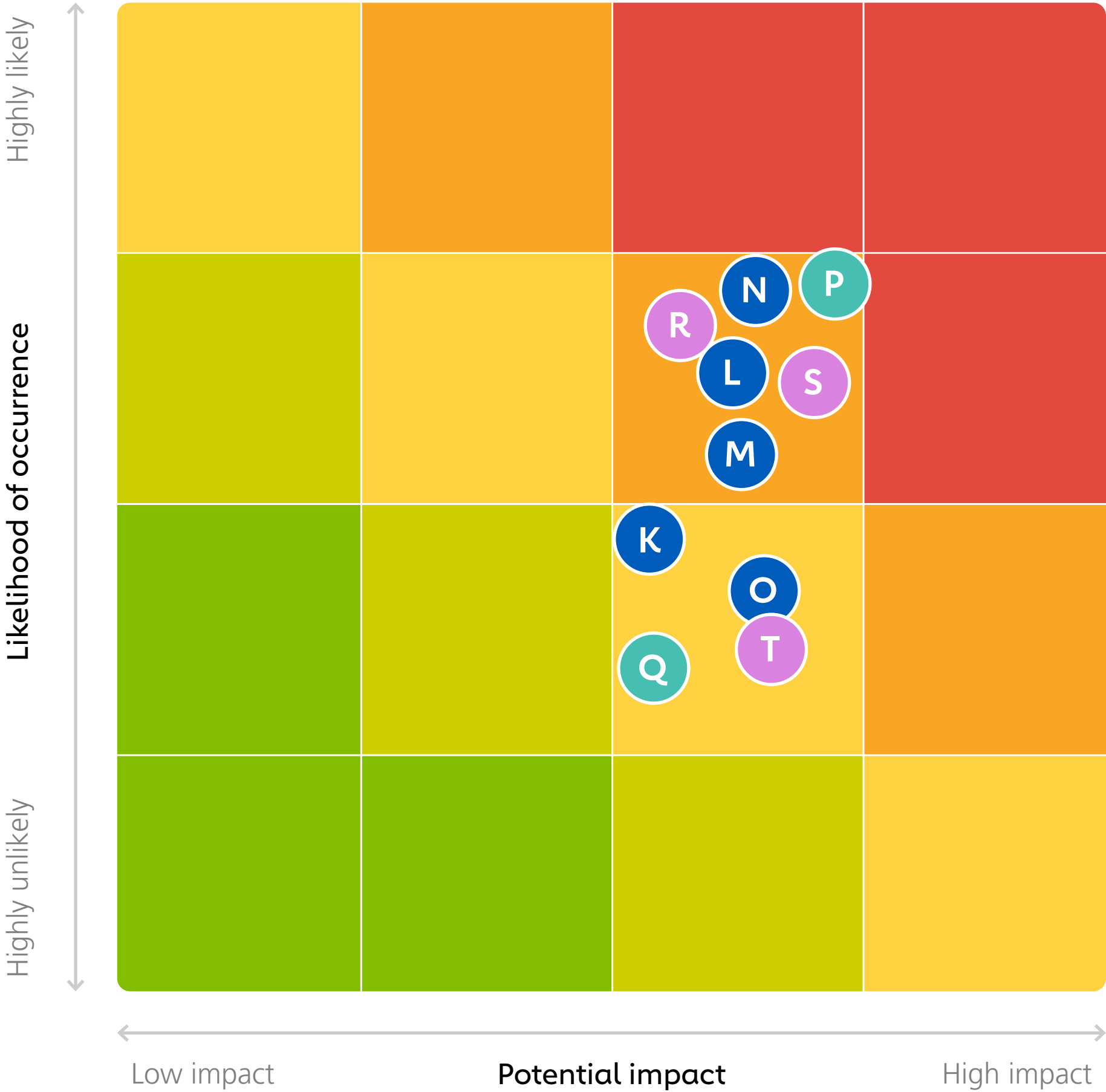
Financial

Engagement with partners

Organizational

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

Please refer to Annex 4.4 for further information on areas of intervention of the CEO 180-day plan supporting effective implementation of mitigating actions addressing the Top Risks.



Likelihood of occurrence, given preventive mitigation in place to address the potential causes

Potential impact on the ability of the Alliance to achieve the Gavi mission, given reactive mitigation in place to address the potential consequences once the risk materialises

1.3 General context



Global factors

The confluence of risks that the world continued to face in 2023 gave added impetus to our efforts to deliver on Gavi’s core priorities. Looking back over the past 12 months, many countries grappled with violent conflict, geopolitical tensions and climate change – for example, record-breaking heat, drought, wildfires and flooding. Societal discontent was palpable in many countries, with news cycles dominated by polarisation, violent protests, riots and strikes*. This, combined with the lasting effects of the COVID-19 pandemic on global stability and economy, could bring further global shocks that sharply constrain donors’ and implementing countries’ fiscal spaces.



Key developments in global health

The challenges faced in the global health landscape are set to continue in the future. The near-term issues include health care workforce shortages, supply chain issues, climate change-related challenges and macroeconomic instability. The longer-term challenges include growing demand for services, an increasing funding gap, a lack of incentives for innovation, widening disparities in overall health and wellness**. Besides the spread of diseases, there are other global health challenges. Natural and human-made disasters create refugee populations with immediate and long-

term health problems. Climate change and insufficient access to food and safe water are also global problems which affect people’s health, especially vulnerable populations. Many countries and health organizations are working together and sharing information on these and other health issues***.

In August 2024, the World Health Organization (WHO) declared the latest outbreak of mpox virus as a public health emergency of international concern (PHEIC). The WHO’s decision was prompted by an escalating crisis of mpox concentrated in the Democratic Republic of the Congo (DRC) and recently spreading to a dozen other African countries and to Europe. The upsurge of mpox requires a concerted response from global health partners to contain the spread of disease and save lives. (See [Gavi’s mpox statement](#) in August 2024).



Key developments in Gavi

The WHO/UNICEF Estimates of National Immunization Coverage (WUENIC) released in July 2024 confirmed that Gavi is on track in reaching children with new vaccines, but must redouble its efforts to reach zero-dose and under-immunised children. Indeed, Gavi-supported countries immunised more than 69 million unique children with Gavi-supported routine vaccines in 2023 – an impressive effort that brings the cumulative number of children immunised since

2000 to over 1.1 billion. While just over half of Gavi-supported countries have yet to recover to pre-pandemic coverage levels, it is encouraging that over one third of these showed signs of recovery in 2023. Improvement in breadth of protection (BOP) that increased by 3 percentage points in 2023 was driven by gains in coverage of individual vaccines that Gavi has helped countries to introduce.

In the final years to pursue successful delivery of Gavi 5.1 priorities and get ready for Gavi 6.0, key initiatives are underway to improve the effectiveness and efficiency of the Secretariat and grant management processes, including the Independent Review Committee (IRC) evaluation and the EVOLVE project to transform end-to-end grant management process and related enabling technology.

Alliance Health has reached two major milestones, namely a comprehensive recent Alliance Health survey and a new document clarifying Alliance partner roles and responsibilities that were both discussed in the March 2024 Alliance Partnerships and Performance Team (APPT) meetings.

June 2024 saw the Gavi Board approve the alliance’s strategy for its next strategic period. The Alliance begins work on operational details, in preparation for implementation of the strategy beginning in 2026. June also marked the successful launch of Gavi’s 2026–2030 Investment Opportunity at the Global

Forum for Vaccine Sovereignty and Innovation in Paris. Co-hosted by France and the African Union, this meeting also marked the launch of the African Vaccine Manufacturing Accelerator which aims to support the establishment of a sustainable vaccine manufacturing ecosystem on the continent of Africa.

From an organizational standpoint, notable progress has been made in senior leadership recruitments with a permanent Chief Executive Officer on board since March 2024, a General Counsel and an interim Chief Financial Officer (CFO) appointed.



* [World Economic Forum Report 2024](#). ** [World Economic Forum Global Health and Healthcare Strategic Outlook](#). *** [Medline Plus](#).

2

Gavi's Risk Landscape in 2024



2.1 The Alliance top risks

A Country management capacity

Risk that many countries may have insufficient Expanded Programme on Immunisation (EPI) capacity and capabilities to maintain, restore and strengthen immunization programmes, affecting resilience and ability to deliver on the Alliance’s zero-dose goals.

Many countries continue to have difficulties managing competing priorities. Weak EPI capacity in areas such as leadership, management, coordination, financial management and programme implementation are barriers to programme delivery especially in fragile countries. This is notably due to factors outside of Gavi’s control such as insufficient human resources, retention challenges and external programme disruptions caused by instability, shocks or political change, natural disasters and more recently the impact of the COVID-19 pandemic. However, the risk that insufficient EPI will affect the Alliance’s resilience and ability to reach zero-dose communities **has decreased from VERY HIGH to HIGH**. This improvement is mainly driven by progress in mitigating actions through new leadership, management and coordination (LMC) support to enhance EPI management capacity in seven countries, development of solution-focused plans to increase absorption capacity, improved financial reporting, targeted interventions support to address backsliding in five former Gavi eligible countries as well as Middle-Income Countries (MICs) fragility support to three countries. Progress in country management capacity is regularly monitored through the Alliance Partnerships and Performance Team (APPT).

Key risk indicators

Indicators		July 2024	Baseline
Breadth of protection	●	56%	44% (2019)
Co-financing fulfilment	●	100% (2023)	100% (Baseline 2020)
Primary healthcare expenditures	●	64% (2023)	>80% (Baseline 2020)

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

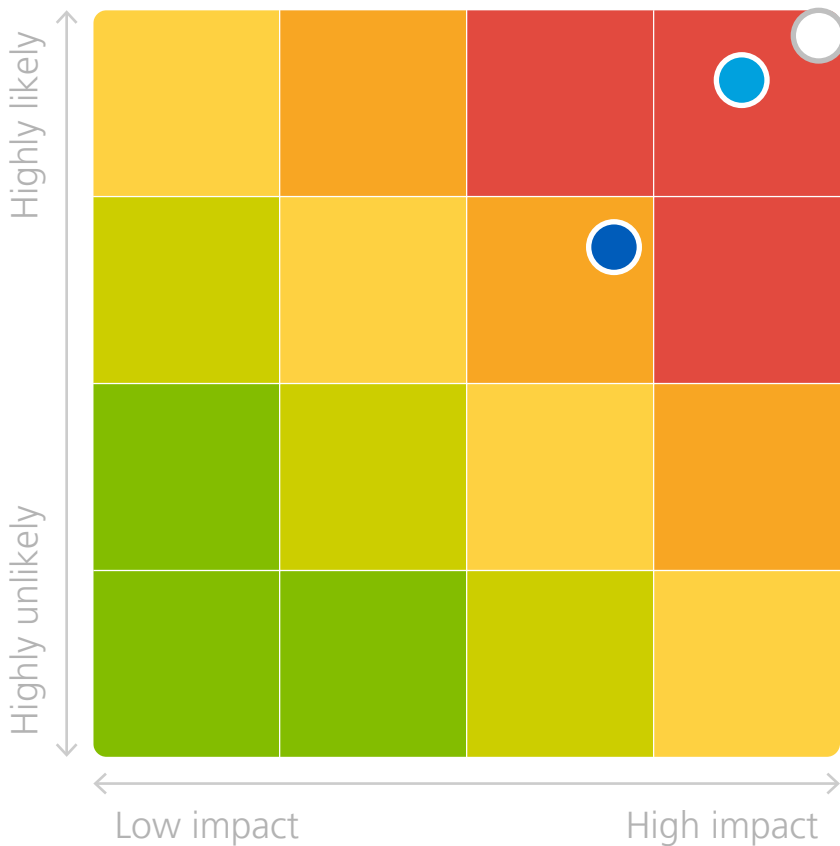
A priority of the CEO 180-day plan is to enhance alignment and coordination of initiatives within Gavi and country systems with the common aim of strengthening delivery at the country-level and to develop tailored approaches and priority setting based on country leadership and engagement.

- The Secretariat has launched the Country Delivery Initiative bringing together various country-facing interventions and levers to further drive and optimise country delivery. The Secretariat is also developing standardized country-priority setting framework and country review process.
- The Secretariat is streamlining and simplifying the grant application process to facilitate access to funding by reducing average length of Full Portfolio Planning and redesigning the grant management process.
- The Secretariat is also strengthening country ability in the following areas:
 - Coordination by providing surge capacity e.g., additional Leadership, Management and Coordination (LMC) capacity, especially at subnational level;
 - Timely execution by developing solution-focused action plans to increase absorption capacity; and
 - Review and reporting by conducting periodic country reviews to monitor progress against targets.
- The Partners’ Engagement Framework (PEF) envelope has increased to \$926m in Gavi 5.0/5.1, resulting in support targeted at country management and capacity.

- A number of former-Gavi are benefiting from targeted interventions support, following operationalisation of MICs approach to mitigate and prevent backsliding in former-Gavi countries.

Risk coordinator
Country Delivery Department

Residual risk level	HIGH
Outlook	↓
Level of external influence	HIGH



● 2023 Residual risk level

● 2024 Residual risk level

○ 2024 Gross risk level

B

Vaccine-Preventable Diseases (VPD) outbreaks

Risk of sizeable outbreaks of vaccine-preventable diseases in some Gavi-supported countries which cause cases, disability and death and which can disrupt immunization programmes.

With a **VERY HIGH** risk level, VPD outbreaks is the most elevated risk of the Alliance’s risk landscape and is still deemed to be outside of Gavi’s risk appetite which was lowered from balanced to low by the Board in 2023. Therefore, the Alliance shall prioritize efforts to mitigate the risk. Since mid-2021, there has been an increasing trend in the overall number of VPD outbreaks, driven primarily by Measles and Cholera outbreaks and to a lesser extent Yellow Fever, with countries facing challenges in timely detection and response. In the first quarter of 2024, 13 outbreak requests were approved for measles, cholera, meningitis and yellow fever. There has also been an upsurge of outbreaks caused by other VPDs without Gavi-specific established mechanisms for outbreak response for some of these diseases. This risk is highly dependent on a few factors 1) achieving sustainable and equitable coverage of the relevant routine immunization programmes and avoiding supply interruptions 2) conducting effective preventive campaigns to bridge the immunity gaps per global strategies and initiatives such as the Measles-Rubella Partnership. Furthermore, some countries have experienced concurrent outbreaks aggravated by natural disasters. Coordination and logistics of multi-crises responses have been challenging in a context of post-pandemic weakened health systems and exhausted health staff, who are faced with addressing multiple public health priorities. Progress has been made across the Alliance in initiating and planning measures to mitigate the risk of VPD outbreaks, such as improving health systems strengthening activities with focus on ZD and missed communities (to reduce risk of outbreaks by improving coverage), and fast-tracked application for big catch-up plans, the global cholera Incident Management Support Team (IMST), and a pilot project to outsource post-campaign coverage survey (PCCS) to a third-party provider. However, the inherent risk is likely to increase with emerging cases of Mpox in countries such as Democratic Republic of Congo (DRC).

Key risk indicators

Indicators		July 2024	Baseline
Timely outbreak detection	●	18% (2022)	25% (2019)
Measles campaign reach	●	70.2% (2022)	37.3% (2021)
Approved measles applications upon 1 st IRC	●	100%	N/A

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

A priority of the CEO 180-day plan is to review Gavi’s current approach to outbreak response as part of defining Gavi’s role in public health events to support vaccine access and countries’ readiness and response.

- Gavi is assessing need to improve access to outbreak trend information and have more flexible vaccines and cash outbreak envelopes.
- Gavi is leveraging ongoing studies to identify different approaches to respond to measles outbreaks and proactively address immunity gaps.
- Gavi is developing short-term responses to supply for Mpox outbreak in DRC.
- Gavi is collaborating with partners to swiftly and effectively respond to the Mpox public health emergency in line with its mandate leveraging the funding and levers available.
- Gavi is leveraging its experience and expertise gained from outbreaks and pandemics to clarify its operational role in future outbreaks and public health emergencies (PHE) and to develop Standard Operating Procedures (SOP) so that the organization is ready to respond when needed.
- Efforts are ongoing across the Alliance to strengthen timely and quality preventative campaign planning, applications and implementation, including through the work of the Health Campaign Effectiveness Coalition (HCE).
- The Secretariat is requesting partners’ support for timely implementation of PCCS to ensure more robust assessment of the performance of campaign outcomes.
- A comprehensive global strategy to eliminate yellow fever epidemics (EYE) is being implemented until 2026 by a coalition of partners (Gavi, UNICEF and WHO).
- Alliance partnership accountability, reporting and follow-up is strengthened through the Partnership Engagement Framework.
- Outbreak signals and timely outbreak response are monitored through VPD surveillance including timely, continuous and systematic collection, analysis and interpretation of health-related data.

- Supply contract issued for 2024 expanded Oral Cholera Vaccine (OCV) capacity by 30% compared to 2023. OCV supply contracts for 2025-2028 are being finalized.
- The Alliance is supporting countries to develop catch-up plans. Moreover, approvals of country applications are being fast tracked to ensure timely implementation of the Big Catch-up. Scaling-up implementation of HSS and EAF programming and the Big Catch-up in 2024, including improved implementation monitoring; development of Health Systems Strategy to further enhance programming from 2026.

Risk coordinator

Vaccines Programme

Residual risk level

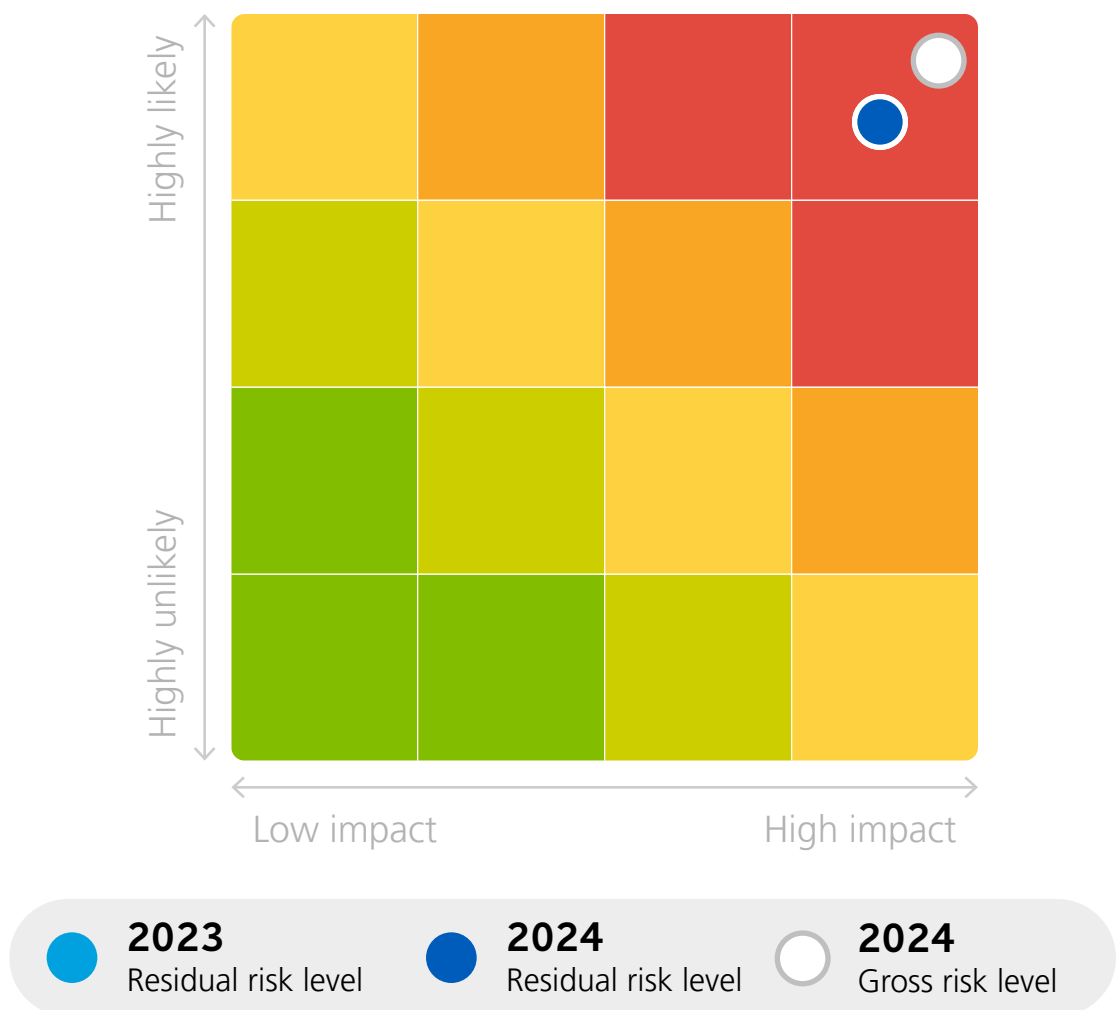
VERY HIGH

Outlook

=

Level of external influence

MEDIUM



C

Limitations to introduction, uptake and use of vaccines

Challenges in introduction, uptake and use of vaccines linked to external programme disruption, poor country management capacities and commitment and vaccine hesitancy leading to insufficient immunization coverage.

The risk related to limitations to introduction, uptake and use of vaccines remains **VERY HIGH** and is assessed outside of Gavi’s current risk appetite (LOW). The risk is driven by numerous concurrent factors such as increasing Vaccine-Preventable Diseases (VPD) outbreaks diverting from routine immunization strengthening, lingering effects of COVID-19 pandemic leading to vaccines introduction delays, poor country management capacity and lack of political commitment to support Human Papillomavirus (HPV) vaccine relaunch, and external factors such as the war in Ukraine, tensions in Middle East and climate change. Moreover, unexpected reduction in the HPV vaccine supply from the main manufacturer might impact Gavi’s ability to meet the 2024 and perhaps the 2025 targets. Therefore, manufacturer efforts to remediate delays and careful planning in collaboration with Alliance Partners will be needed to ensure the impact on country programmes is communicated, minimised and that supply meets demand from 2025 onwards. Looking ahead, overall number of introductions and preventative campaigns are expected to be on track for the Gavi 5.0/5.1 period in part due to introductions of malaria and other new programme launches.

Key risk indicators

Indicators		July 2024		Indicators		July 2024	
New vaccines introduction	●	49	(5.1 cumulative)	Vaccine campaigns conducted	●	12	
HPV introduction	●	15	(5.1 cumulative)	Timeliness of vaccines launches	●	203 days	(2023)
Malaria introduction	●	5	(5.1 cumulative)				

Ongoing mitigations

- A priority of the CEO 180-day plan is to enhance alignment and coordination of initiatives within Gavi and country systems with the common aim of strengthening delivery at the country-level and to develop tailored approaches and priority setting based on country leadership and engagement
- The Secretariat has launched the Country Delivery Initiative bringing together various country-facing interventions and levers to further drive country delivery. The Secretariat is also developing standardized country-priority setting framework and country review process.
 - Gavi continues to work with countries as well as through the Global Polio Eradication Initiative (GPEI) to advocate for Inactivated Polio Vaccine2 switches, particularly in countries impacted by poliovirus transmission.
 - The Alliance has been supporting countries to develop catch-up plans, building on existing catch-up activities. Moreover, approvals of country applications are being fast tracked to ensure timely implementation of the Big Catch-up.
 - The MICs approach has been operationalized and is currently providing in-country catalytic support for vaccine introduction in former- and never-Gavi countries.
 - The Pandemic Prevention Preparedness and Response (PPPR) initiative approved by the Board reinforces the importance of preparedness and effective and rapid outbreak, epidemic, pandemic response, all of which mitigate delays/disruption in routine vaccine introductions.
 - HPV revitalization involving strengthening program delivery and ensuring quality vaccine introductions continues to be a priority.

- The Alliance plans is rapidly accelerating the operationalisation of technical assistance platforms at regional level to support MICs with applications for New Vaccine Introduction (NVI).
- Operationalisation of Gavi’s Fragility, Emergencies and Displaced Populations (FED) Policy is supporting countries affected by chronic fragility, acute emergencies and hosting large numbers of displaced population in immunization coverage strengthening.

Risk coordinator
Country Delivery Department

Residual risk level

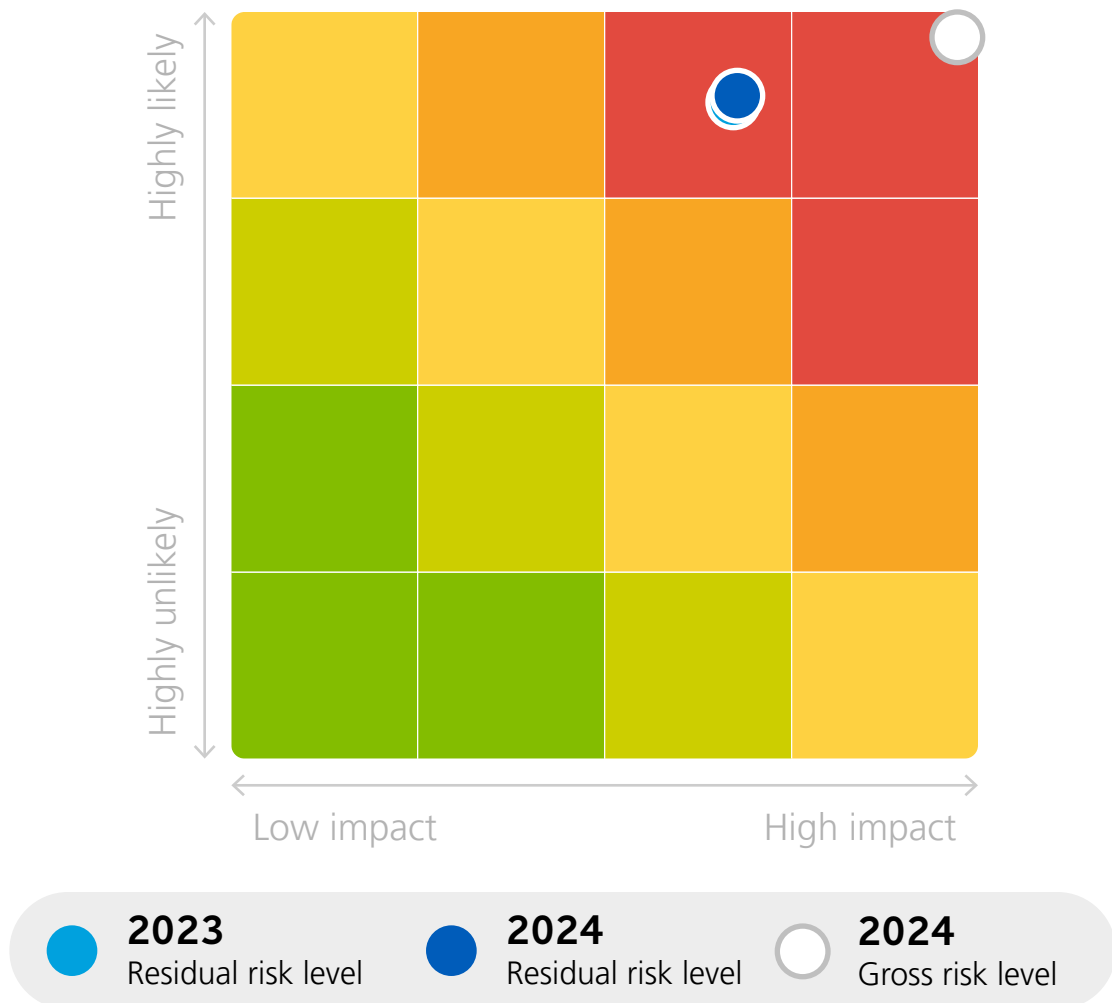
VERY HIGH

Outlook

=

Level of external influence

MEDIUM



D

Sustainable transition and backsliding

Risk that some countries may fail to successfully transition out of Gavi support or see their immunisation programmes backslide after transition.

The risk related to Sustainable transition and backsliding remains **HIGH**, despite a decreasing trend driven by progress in mitigations. In 2023, co-financing for Gavi-supported vaccines crossed the US\$ 200 million mark for the first time, bringing total co-financing contributions since 2008 to US\$ 1.7 billion. Despite a 33% increase in co-financing obligations compared to the previous year, most country contributions were received in a timelier manner than before the pandemic. Looking at 2024, co-financing obligations currently amount to US\$ 277 million, an increase of 29% from 2023, largely driven by countries in accelerated transition (AT), vaccine introductions, and allocation adjustments. To date, three countries have been granted co-financing waivers for humanitarian crises in 2024. Efforts to strengthen transition readiness through development of country-owned transition roadmaps, have yielded improvements over the last six months, but transition preparedness remains a risk for some countries in accelerated transition (AT). Risks remain with regards to the financial and programmatic sustainability of transitions, and these are being considered in the review of Gavi's eligibility, transition and co-financing model as part of Gavi 6.0 design.



Key risk indicators

Indicators		2023	Baseline
Co-financing fulfilment	●	100%	100% (2020)
Preventing backsliding in Gavi's transitioned countries	●	10 countries	9 countries (2021)

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

A priority of the CEO's 180-day plan is to ensure that countries are on track to meet their co-financing obligations.

- The CEO is conducting a close review and monitoring of co-financing obligations. This includes identifying risk areas and actions for CEO country engagement and visits.
- Engagement with the World Bank has been intensified in countries in accelerated transition, with recent joint financing operations in Ghana and Djibouti. In Sao Tome, engagement with the IMF has contributed to more visibility on transition challenges.
- The eight core countries in accelerated transition are preparing country-owned transition roadmaps including specific activities needed to prepare for transition. In addition to Djibouti, two core countries have endorsed their transition roadmaps in the last six months – Ghana and Sao Tome and Principe.
- To offset backsliding risk, the MICs approach and corresponding budget envelope have been operationalized to help sustain routine immunisation programmes in former-Gavi countries and help both former Gavi and never-Gavi countries to sustainably introduce new high impact vaccines.
- US\$ 27 million funding for regional and global level technical assistance for WHO and UNICEF has been approved until end 2025 to support countries prevent backsliding of vaccine coverage and drive sustainable introductions of key missing vaccines.
- High Level Missions to AT countries (e.g. Nigeria, Djibouti) have contributed to escalate to senior political leadership level the financing challenges associated to transition.

- Strategic shifts to Gavi's eligibility, co-financing and transition (ELTRACO) model are explored as part of 6.0 operationalisation and Funding Policy Review (FPR) to increase programmatic and financing sustainability of immunisation programmes and reduce risks of unsuccessful transition.

Risk coordinator

Immunization financing and sustainability

Residual risk level

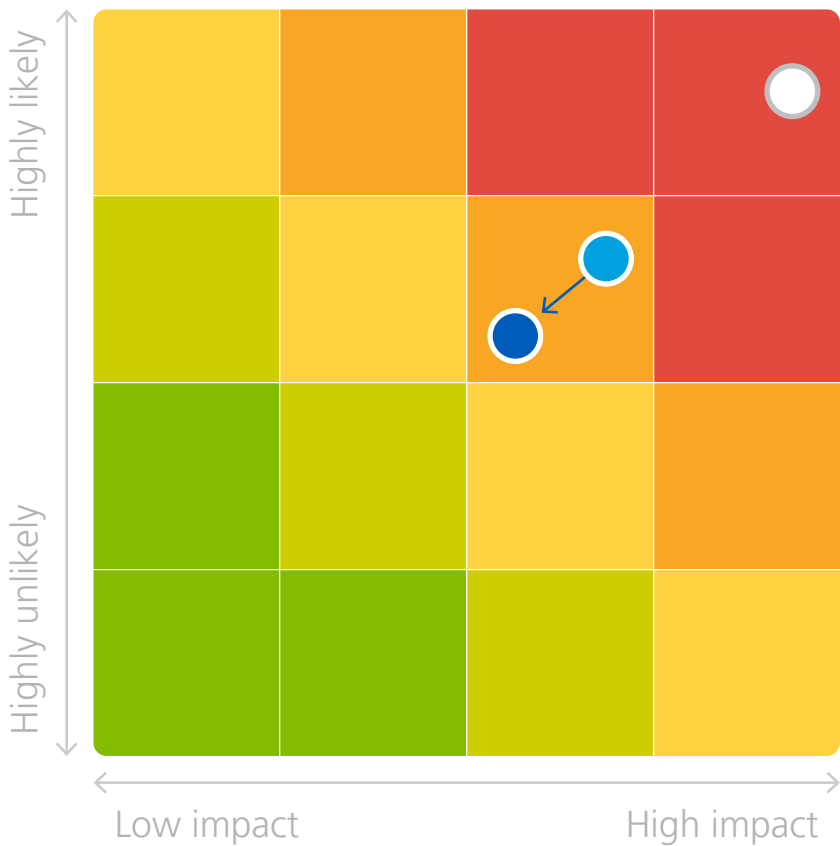
HIGH

Outlook

↓

Level of external influence

MEDIUM



● 2023 Residual risk level

● 2024 Residual risk level

○ 2024 Gross risk level

E

Vaccine supply shortages

Shortages in the global vaccine supply affecting Gavi-supported countries.

The risk related to vaccine supply shortages remains **HIGH** due to the complex nature of biologicals manufacturing and supply chains. The main root causes for supply shortages are vaccines manufacturers’ lack of adequate capacity to meet demand, manufacturers’ decision to exit certain markets due to price evolution and demand unpredictability, Gavi’s inability to meet country presentation preferences if demand unexpectedly exceeds available supply, unexpected manufacturing interruptions due to technical issues or challenges in the supply chain and mismatch between supply and demand due to increasing outbreaks. The risk is illustrated by challenges encountered in four vaccine markets during 2023 / 24 (Rotavirus, HPV, Cholera and Malaria). The health of the Rotavirus vaccine market remains worrying. While the supply availability of one vaccine presentation previously impacted by disruptions has improved in 2024, other supply disruptions have not been resolved yet, resulting in continued delay in supply availability. With regards to planned preventive campaigns, Oral Cholera Vaccine (OCV) and Human Papillomavirus (HPV) experienced delays due to supply constraints. Gavi’s Malaria vaccine programme continues to progress with supply improving with a second Malaria vaccine entering the market. A series of proactive and strong mitigations have been put in place to limit potential programmatic and reputational impacts of the risk.



Key risk indicators

Indicators		2023
Healthy market dynamics	●	10
Sufficient and uninterrupted availability of vaccine products that adequately meet programmatic needs	●	10
Alliance healthy market activities	●	80%

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

A priority of the CEO’s 180-day plan is to improve cross Alliance/country collaboration, data sharing, analysis and insight to create a stronger more resilient supply chain and address supply issues.

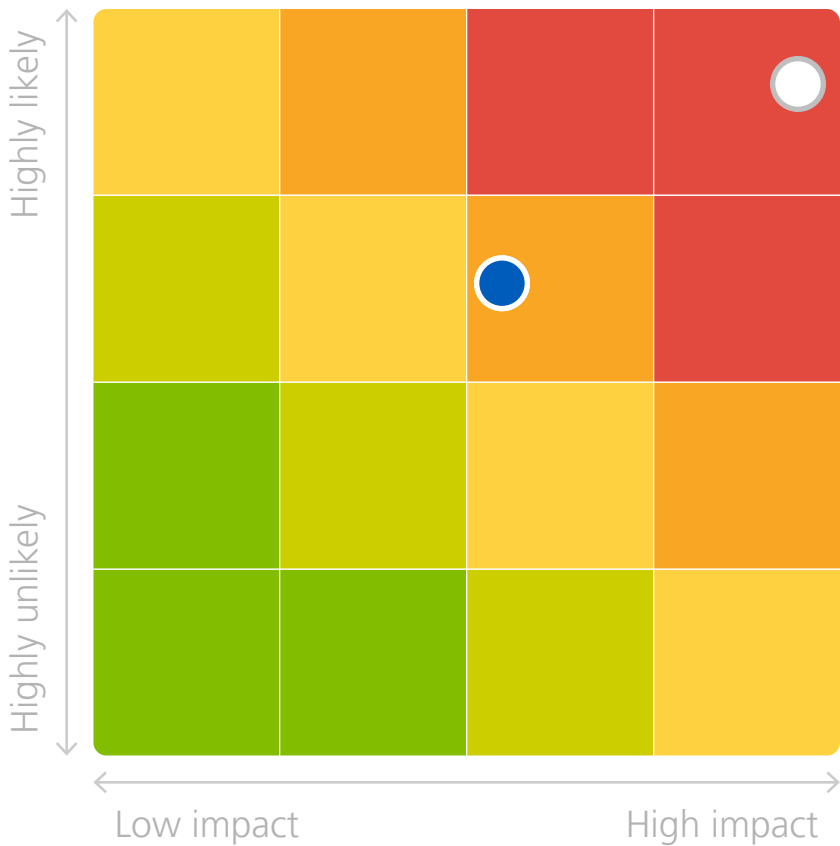
- The Secretariat is actively working with Alliance partners to identify root causes of supply shortages and approaches to avoid future supply shortages. ●
- The Secretariat is also developing short-term response to mpox in DRC. ●
- The Secretariat is supporting countries to make informed product choices. ●
- The Alliance is engaging with pipeline manufacturers for OCV, Malaria and HPV vaccines, to accelerate market entry and access better pricing. ●
- Supply requirements for Big Catch-Up are closely tracked and monitored through Gavi’s engagement with UNICEF Supply Division (SD) on malaria tendering. ●
- Gavi programme teams are engaging with partners to ensure technical assistance (TA) is in place for both application development and to support rollout of the vaccine. ●
- With regards to Rotavirus, both Vaccine Portfolio Optimization and Switch guidelines have been updated and published. Vaccine approval and switch grant funding approval process are under review. ●
- Despite some delays, the Operational Guidance (OG) for elective and urgent/compulsory switches has been developed to enable timely and accelerated country switching if supply shocks were to occur. ●
- Roadmap activities are being implemented to ensure sufficient aggregate capacity of all Gavi vaccines in the long run. ●

- The secretariat is having a conversation with governments and technical assistance (TA) partners to address uncertainty around country HPV vaccine switch timelines and potential impact on supply availability and needs in country for short term timeline. ●

Risk coordinator

Market Shaping

Residual risk level	HIGH
Outlook	=
Level of external influence	HIGH



● 2023 Residual risk level

● 2024 Residual risk level

○ 2024 Gross risk level

F

Decrease in donor funding/6.0 replenishment

Risk of decreased donor support during the replenishment for Gavi’s 6.0 strategy, leading to insufficient funding, potential disruption of immunization programmes and capacity challenges to implement new initiatives.

Despite mitigations being on track or completed, the risk of Decreased donor support during the replenishment for Gavi’s 6.0 strategy has increased to **VERY HIGH** with an increasing trend due to a challenging external environment. Donor support is crucial for the effective implementation of Board-approved Gavi 6.0 strategy. However, economic uncertainty and slowing of the global economy, wars in Ukraine and Palestine, emerging changes in global power dynamics, competing priorities in international cooperation and aid, as well as leadership transitions and elections in many donor countries may result in reduced funding. Moreover, other challenges that might increase the risk’ likelihood include the increasing competition with other partners in a time of multiple replenishments, the impact of exchange rate volatility on conversion of donors’ pledges, uncertainty around sustainability of the International Finance Facility for Immunization’s contributions as well as political risk resulting from some donors not being part of Gavi’s Board that might affect engagement with donors. The current mpox situation might also derail donors’ attention from the replenishment. Most mitigations to address that risk are on track or completed. They include the successful launch of the 2026–2030 Investment Opportunity and of AVMA at June 2024 Global Forum that saw a number of new commitments and partnerships in support of Gavi’s next strategic period, leading to early pledges totalling more than US\$ 2.4 billion for Gavi 6.0 and US\$ 1.2 billion for AVMA.

Key risk indicators

Indicators		July 2024	5.1 cumulative
Resources signed vs. pledges	●	N/A	88%
Resources received vs. forecasts	●	123%	74%

Ongoing mitigations

A key priority of the CEO’s 180-day plan is to ensure successful replenishment process.

- Key areas of intervention include engaging with donors, private sectors, development banks, reinforcing advocacy and narrative building, and ensuring country voices are prioritized and championed.
- The successful launch of the Investment Opportunity and of AVMA highlights the value of investing in Gavi. AVMA is being leveraged strategically for Gavi's funding
- Gavi is implementing strategies and engagements aiming to further diversify the donor base.
- The Alliance is also ensuring that donors’ needs are met, including with financial instruments tailored to donors’ budgetary processes and requirements. Gavi is evaluating the mix of financial tools to provide flexibility as appropriate – IFFIm, Day Zero Facility suite of instruments.
- The Alliance is pursuing its engagement with G7 and G20 countries and actively contribute to global fora such as UN General Assembly and World Health Summit to emphasize Gavi’s critical role in Pandemic Prevention Preparedness and Response (PPPR) and routine immunization. Gavi is actively engaging as an Alliance to showcase its role in global health security at the relevant forae, notably with the Italian and Brazilian presidencies of G7 and G20.
- Work on a clear positioning, agreed within the Alliance to donors on the complementarity of approaches and the overall increased value.

Risk coordinator

Resource Mobilisation & Growth

Residual risk level

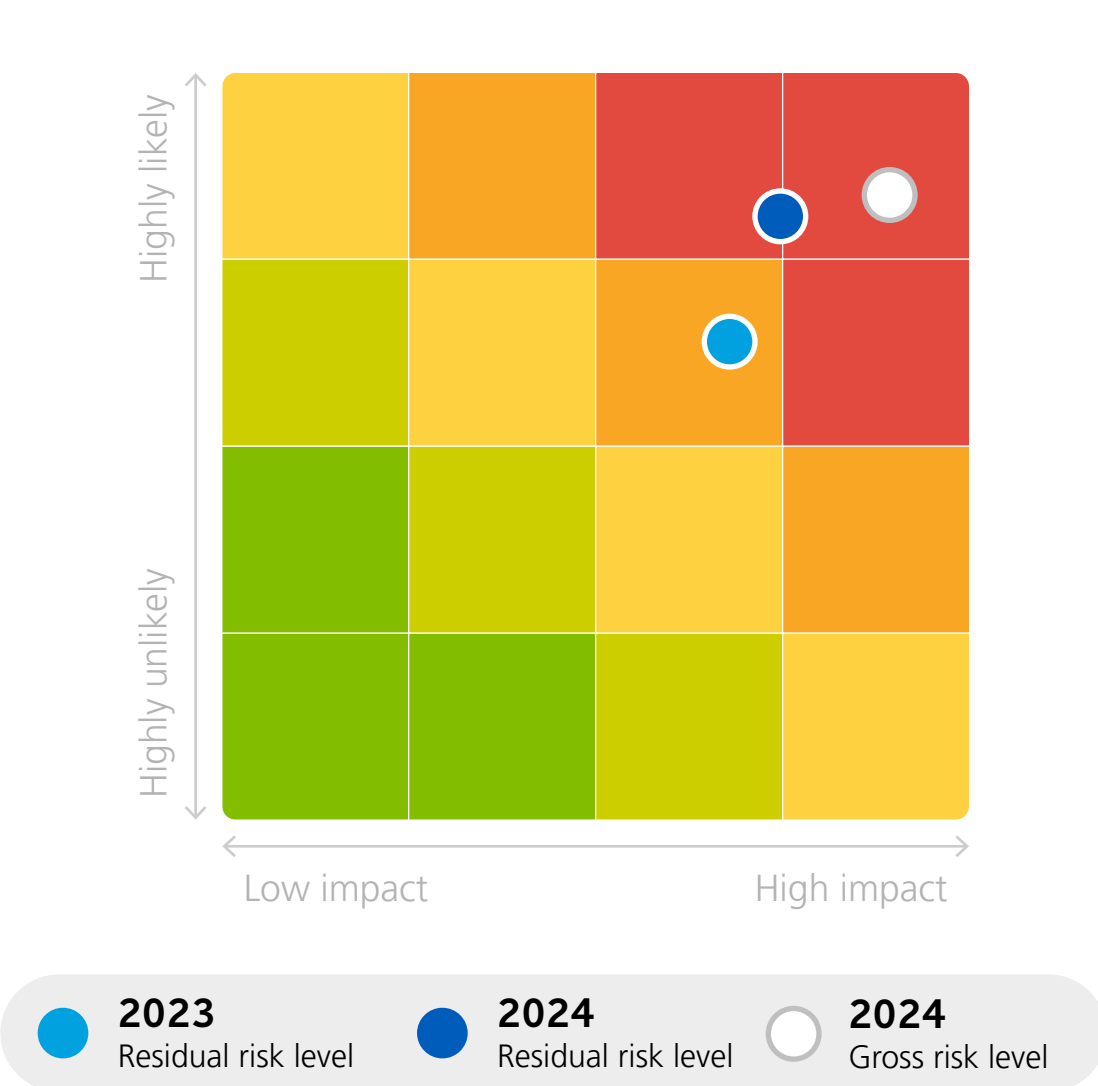
VERY HIGH

Outlook

=

Level of external influence

MEDIUM



G

Misuse and suboptimal absorption of funds

Improper use or mismanagement of Gavi support or funding within Gavi-supported countries due to suboptimal absorption of funds and weak financial management systems.

The risk of misuse of funds in-country remains **HIGH** given the context in which Gavi operates, including funds disbursed to countries, Civil Society Organizations (CSOs) and local partners with weaker financial management systems. The main root causes are over-disbursement, idle funds, limited monitoring, poor reporting compliance along the funding journey, and competency gaps for oversight and monitoring in ministries. These factors create an elevated opportunity for misuse in countries. Gavi has sourced 8 Assurance Providers who work closely with 43 out of Gavi 58 countries to mitigate the risk. A new workstream has also been implemented to capacitate and ensure the use of Supreme Audit Institutions with the objective of providing financial, programmatic and value for money assurance to Gavi grants. Moreover, the integration of the third window of COVID-19 Delivery Support (CDS) to Health Systems Strengthening (HSS) has increased cash absorption. Action plans for select countries were done through the Cash Absorption working group. Initial results indicate improvement in absorption of funds in country with weighted average of idle cash reduced to nine months for UNICEF and twelve months for WHO. The outsourcing of CSOs and local partners' fund management to experts should contribute to reduce the risk of misuse further.

Key risk indicators

Indicators		July 2024	5.1 cumulative
Average age of cash in country	●	9.4 months (2023)	N/A
Cash utilization vs. disbursement	●	75% (2023)	86% (Dec 2023)
Cash disbursement vs. forecast	●	93%	65%
Cash going through government systems	●	45% (Q1 2024)	45% (Apr 2024)

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

Given the use of donor funds, it is critical that Gavi ensures appropriate fiduciary risk management in line with the Board risk appetite statement. Therefore, **a priority of the CEO 180-day plan** is to increase transparency and accountability through clear and robust policies and timely reviews.

- A key area of intervention is to review approach to financial management at the country level and map out a pathway to get alignment on any updates needed to key financial policies/guidelines at country level.
- The approach to programme audits is being updated to set clearer timelines on completion of audit work. Programme audits team is continuing to ensure rigorous follow-up of audit recommendations.
- With significant CDS and HSIS resources remaining available to countries for the rest of Gavi 5.1, additional measures have been identified to help countries accelerate absorption of cash grants. CDS Third window has been integrated to HSS. Action plans for select countries were done through the Cash Absorption working group. Reimbursements have been received from select countries where programmes have closed.
- New agreements with expanded partners are being designed, which will contain robust provisions about performance management, audit and misuse.
- Assessment of relevant controls is ongoing, with implementation of technical controls to further lower the risk profile. The fiduciary risk mechanism is being reinforced across term of references, mandate, reporting and oversight.

Risk coordinator

Portfolio Financial Management

Residual risk level

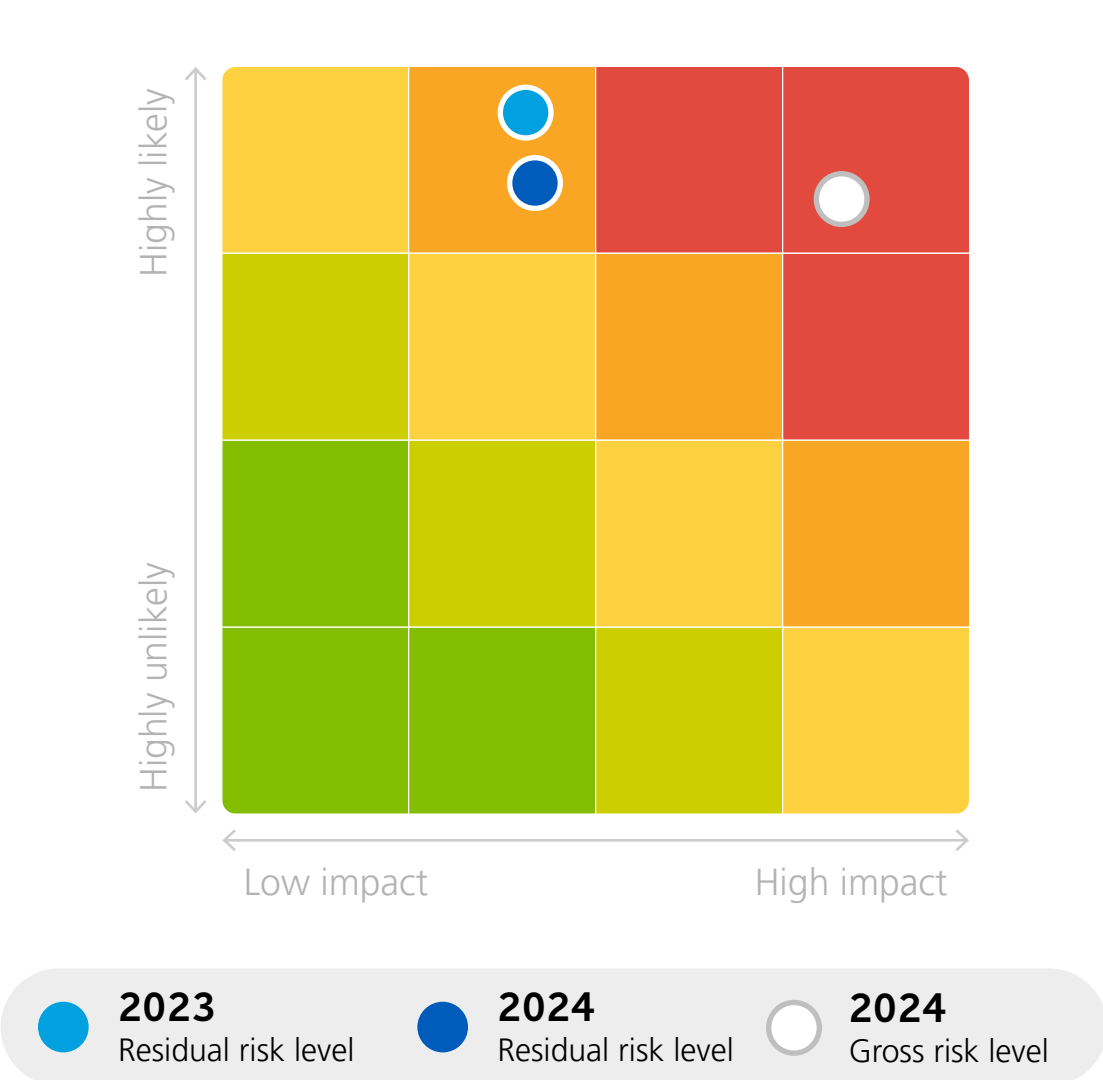
HIGH

Outlook

=

Level of external influence

MEDIUM



H

Engagement with CSOs and local partners

Challenges in engagement with local partners and CSOs leading to sub-optimal delivery of immunization programmes.

Civil Society Organizations (CSOs) and local partners play a critical role in the innovation ecosystem, in addition to their key role in creating demand for and complementing immunization service delivery and holding governments and broader stakeholders accountable, especially in fragile, conflict and humanitarian settings. However, the risk of ineffective engagement with CSOs and local partners remains **HIGH**, even though progress in mitigation measures may reduce the risk by end of 2024. The risk is mainly driven by CSOs and local partners’ difficulties to access and report on Gavi funding due to complex existing systems and processes. Moreover, challenges to manage accountability, performance, coordination and measurability in a broader partnership with CSOs and local partners in absence of automated data collection systems are increasing the likelihood of the risk. Over the year, progress has been made in implementing most mitigating actions. At country-level, the Civil Society and Community Engagement (CSCE) Approach approved by the Board in 2021 aiming to commit at least 10% of Gavi funding across funding levers to CSOs and local partners, is well underway. A total of 18% (US\$ 224 million) of approved funding over 2022-2023 have been translated into engagement with ~80 CSOs, of which half are local CSOs. The success seen has required co-creation of new models of engagement as well as a new fund management system that has allowed more efficient processing of the increased volume of funds directed to CSOs, while adding a robust assurance layer both with regard to technical and financial risks. In addition, there is now enhanced representation of CSOs at key events at national and global levels including various Gavi 6.0 consultations.

Key risk indicators

Indicators		July 2024	Target 5.1
Full portfolio planning applications with min. 10% to CSOs	●	75% (2022 – Q2 2024)	100%
HSS, EAF, TCA allocated to CSOs	●	17% (2022 – Q2 2024)	10%
Funding allocated to local vs. global CSOs	●	61% (2022 – Q2 2024)	50%

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

CSOs play an important role in the innovation ecosystem, in addition to their key role in service delivery and holding governments and broader stakeholders accountable. Therefore, **a key priority of the CEO 180-day plan** is to have a strategic, streamlined approach to CSO engagement.

- The Secretariat is reviewing and closely monitoring the current set up for CSO engagements to determine how to further strengthen the strategic and streamlined approach to CSO engagement ●
- The Secretariat is streamlining of grant processes adapted to CSOs and introduction of complementary funding channel for CSO engagement by outsourcing the E2E contract/ grant management process. ●
- The Secretariat is implementing an exhaustive strategic and operational framework for CSOs and local partners, further reinforced by the 180-day plan. ●
- The Secretariat is optimizing internal processes for effective CSO engagement including fully operationalizing the outsourced CSO and local partners fund management mechanism. ●
- The Alliance is pursuing countries’ adherence to the Board target on 10% allocation to CSOs for new funding requests coming into Gavi. ●
- Gavi has initiated a community health actor initiative that aims to drive new ways of engaging community health actors, specifically in the West and Central Africa region as part of the CSCE approach. ●
- The Secretariat is working to strengthen engagement with the CSO Steering Committee and wider CSO constituency. ●
- An evaluation of the Gavi CSO constituency hosting arrangement is underway. ●

- The Alliance Partnership and Performance Team that includes representation of donors, core partners, CSOs and Secretariat periodically reviews CSO engagement progress and performance. ●

Risk coordinator
Country Programme Delivery/
Programme Support Team

Residual risk level

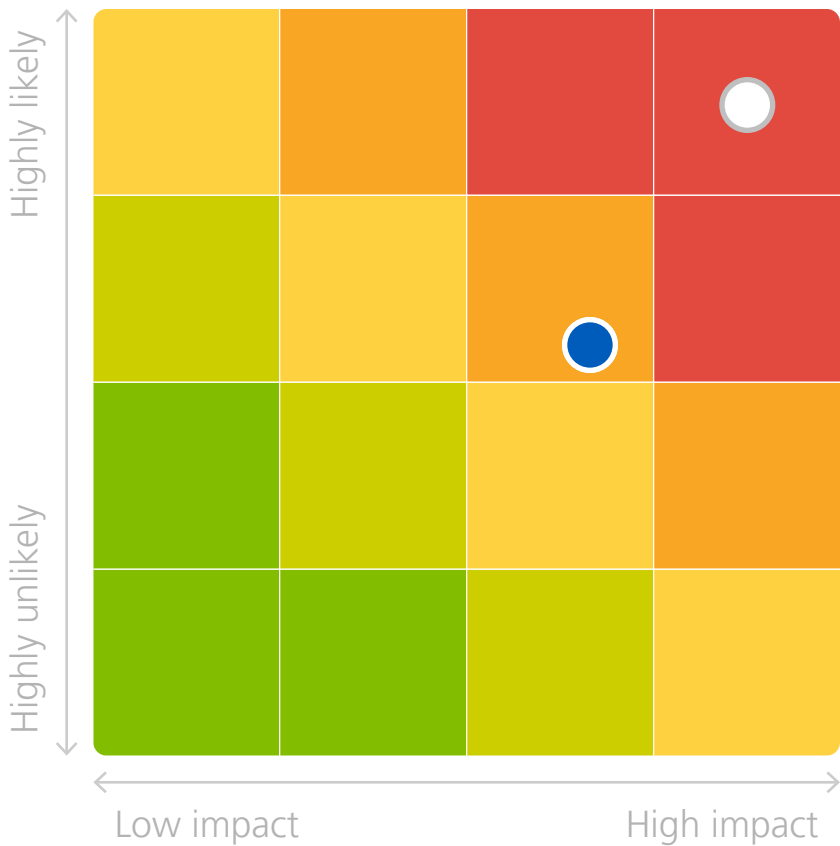
HIGH

Outlook

=

Level of external influence

LOW



● 2023 Residual risk level

● 2024 Residual risk level

○ 2024 Gross risk level

I

Cyber-attack

Risk that large cyber-attack significantly compromises critical information systems or data.

The risk of cyber-attack and breach of data privacy remains **HIGH** as cyber threat continues to evolve and is continuing to target Gavi. The use of Artificial Intelligence (AI)) by cyber criminals and the increase in mobile devices provide further areas of weakness for the organization and an opportunity for cybercriminals to exploit. The risk’s likelihood increases with acceleration of digitalization and strategic events such as the Replenishment that might attract further attention from cybercriminals as well as the ongoing recruitment for the Chief Information and Security Officer (CISO) role.

Effective mitigation will happen through continuous support and ownership from the Senior Leadership Team. The implementation of systematic controls and detection capabilities enables Gavi to adopt a proactive approach to cybersecurity risk. By continuously monitoring IT systems and performing periodic reviews for potential vulnerabilities and security weaknesses, Gavi cybersecurity team is driving efforts to identify and mitigate risks before they escalate into serious incidents, minimizing the impact on operations and avoiding reputational loss. Harnessing the momentum on AI as an emerging topic across the Gavi Secretariat is necessary to stay ahead in technological advancements and to access novel insights and information and with greater efficiency. Gavi is also reviewing its cybersecurity awareness program to update and enhance content, methods, and delivery of modern and relevant cyber education. Time to finalize the ongoing recruitment, the CISO role has been covered by internal stakeholders and an external firm.



Key risk indicators

Indicators		July 2024	Target 5.1
Number of security incidents with significant impact (P1/P2) on Gavi’s operations	●	0	0

● On track

● Delays/challenges

● Significant delays/challenges

● No target/TBD

Ongoing mitigations

Many initiatives **as part of the CEO 18-day plan** actively contribute to mitigate that risk.

- A key area of intervention is to catalyze use of artificial intelligence (AI) within the Secretariat and institutionalize the role of AI to enhance efficiencies and improve outcomes. A new Gavi AI initiative including principles for Secretariat use of AI is being developed.
- Another priority is to develop a digital investment roadmap outlining the steps Gavi needs to take to effectively invest in and implement digital technologies.
- By continuously and proactively monitoring IT systems and performing periodic reviews for potential vulnerabilities and security weaknesses, Gavi cybersecurity team is driving efforts to identify and mitigate risks before they materialize into serious incidents, minimizing the impact on operations and avoid reputational loss
- Initiatives to maintain situational awareness for our users include mandatory trainings and frequent engagement through different communication channels. Several phishing campaigns have been launched, with non-compliant users required to attend additional training sessions.
- Significant efforts involving multiple stakeholders across the organization (such as Legal, Risk and KMTS teams) are ongoing to review and update Gavi policies related to cybersecurity and data (e.g. Security policy, Data classification and retention).
- As part of continuing alignment with ISO 27001, work is planned to ensure that the Washington DC new premises meet the standards.

- Proactive monitoring and assurance over the security controls of the Alliance Partners and vendors is in place to ensure any potential security incidents are detected before materializing into serious incidents. Future enhancements are planned to automate and improve threat detection by using advanced technologies (AI/ML) as well as Managed Detection and Response services (SOC 2.0).

Risk coordinator

Knowledge Management & Technology Solutions

Residual risk level

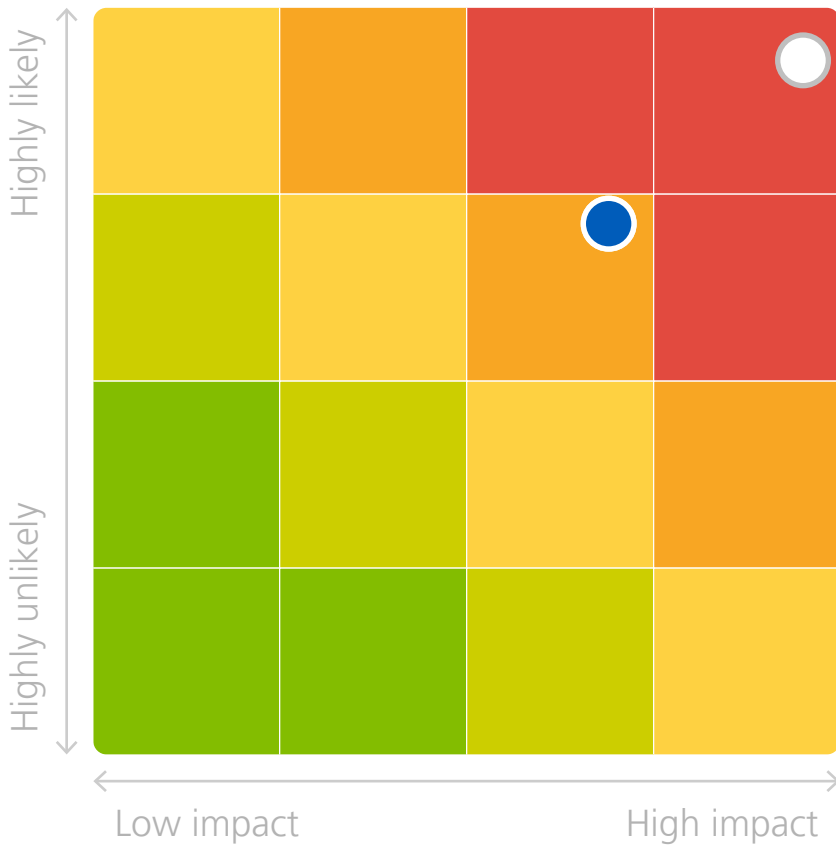
HIGH

Outlook

↑

Level of external influence

HIGH



● 2023 Residual risk level

● 2024 Residual risk level

○ 2024 Gross risk level

J

Challenges related to operationalization of 6.0 strategy

Risk that capacities, processes and technology challenges affects readiness of the Alliance to deliver on the 6.0 strategy impacting timely achievement of strategic objectives and targets.

Following Board approval of Gavi 6.0 strategy in June 2024, the Secretariat has started to operationalize the new strategy, with the aim to conclude by December 2025. Gavi 6.0 operationalisation is structured around five workstreams: (i) development of a theory of change and measurement framework, (ii) finalisation of key sub-strategies, (iii) updates on Gavi’s programmatic policies, (iv) evolution of the Alliance partnership approach, and (v) update of the Secretariat operating model and the operational effectiveness agenda. Operationalizing the Gavi 6.0 strategy, incorporating lessons learned from Gavi 5.1 operationalisation will require significant efforts across the Secretariat and Alliance. Moreover, readiness to deliver on 6.0 strategy assumes unity, clarity, a strong capability foundation of the Alliance and the Secretariat.

While Gavi is in transformation from a cultural, process, system and people perspective, and is tackling a replenishment year, there is a risk that the readiness to deliver on 6.0 strategy is compromised with challenges related to Secretariat and the Alliance’s and countries’ capacities, capabilities and competing priorities. The main risk drivers include:

- The expected transformation of Gavi’s grant management (EVOLVE) and its multiple interdependencies with several important shifts being made in Gavi 6.0 including the consolidation of funding levers, new funding allocation formulas and other important shifts to Gavi’s ELTRACO and health systems model;
- Lack of clear communication and buy-in across the Alliance and countries as well as multiple competing priorities represent risks drivers for the Alliance readiness for 6.0;
- The unknown outcome of the replenishment and hence potential need to further consider trade-offs for 6.0;
- Potential impact of important leadership transitions as well as continued significant volume of work to deliver on Gavi 5.1; and
- The changing global health environment (e.g. epidemics).



Gavi/2023/Asad Zaidi

Ongoing mitigations

As endorsed by the PPC and Board when approving Gavi 6.0 and as reflected in the CEO’s 180-day plan, a priority has been to put together a clear approach for operationalizing Gavi 6.0:

- Operationalisation workstreams have been scoped with clear deliverables, timelines and accountabilities endorsed by the Secretariat’s Programmatic Leadership Team (PLT).

●
- A Secretariat coordination mechanism has been set up with dedicated resources to ensure visibility into progress across workstreams, coordinate day-to-day work and address interdependencies.

●
- A deliberate consultation approach involving Alliance partners, technical experts and country representatives has been designed and launched and will inform the different workstreams as well as ensure joint ownership and co-creation across the Alliance and countries.

●
- Involvement of Gavi’s governance mechanisms has been mapped out including for key decision milestones and regular updates to ensure transparency on progress.

●
- The Secretariat will launch a more deliberate annual strategic planning and prioritisation cycle to ensure adequate Secretariat capacity for its priorities.

●

Risk coordinator

Strategy Design and Delivery

Residual risk level

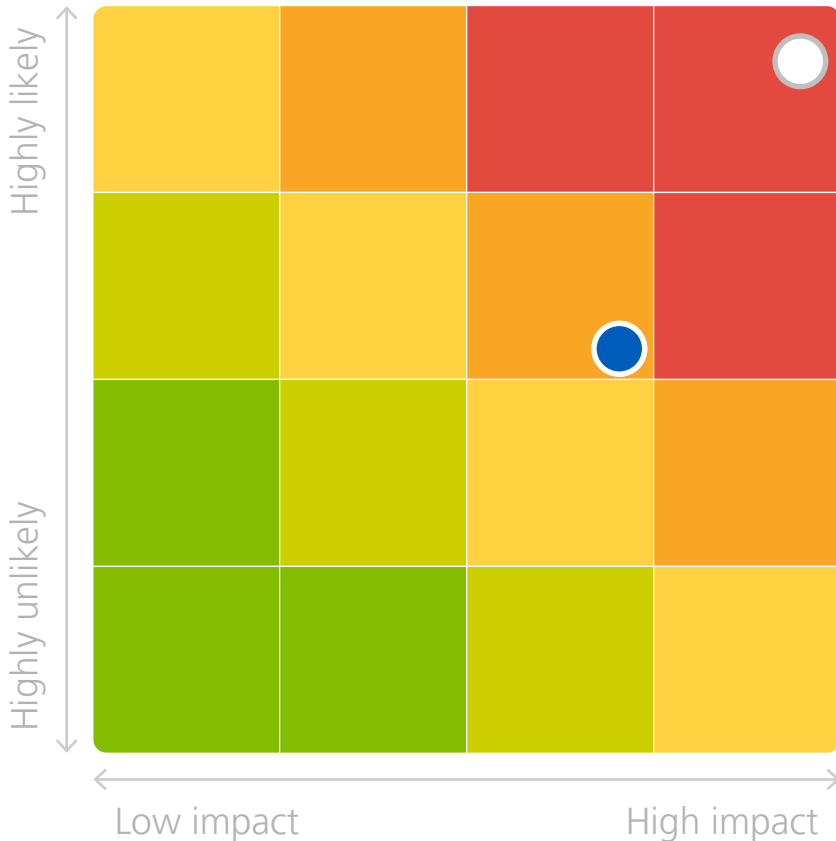
HIGH

Outlook

↓

Level of external influence

MEDIUM



K

Impact of health systems strengthening (HSS) investments

Risk coordinator

Health Systems & Immunization Strengthening Team

Residual risk level	MEDIUM
Outlook	↓
Level of external influence	HIGH

- The risk that health systems investments do not materially improve programmatic outcomes has declined from **HIGH** to **MEDIUM** as countries pivot back to routine immunisation.
- Despite coverage being lower than in 2019, with population growth Gavi57 countries reached roughly the same number of children with routine vaccines in 2023 as in 2019. This continues to demonstrate progress made by Gavi-supported countries and the Alliance to strengthen immunisation programmes¹.
- Following several years of delayed HSS programming due to the COVID-19 pandemic and response, a record number of new Gavi Health Systems Strengthening (HSS) and Equity Accelerator Fund (EAF) grants were developed and approved in 2023. A systematic review of the approved grants found a strong uptake of the key programmatic shifts (e.g. related to demand, gender, zero-dose, comprehensive vaccine management) required to deliver the Gavi 5.0 strategy. With the majority of new HSS and EAF grant applications anticipated in 5.0 now completed, the focus of the Alliance and countries has pivoted towards implementation and monitoring of these new grant activities in 2024.

- While the risk has decreased, pressure remains to utilise COVID-19 Delivery Support (CDS) funds before the end of 2025 which may pose a risk to HSS and EAF programming. Expanded Programme on Immunisation (EPI) teams also remain overstretched and are managing competing priorities, including activities related to the Big Catch-up, new vaccine introductions for malaria and Human Papillomavirus (HPV), and outbreak response.

Ongoing mitigations

Many initiatives **as part of the CEO 180-day plan** actively contribute to mitigate that risk:

- The development of a first-ever Gavi Health Systems Strategy, in alignment with the principles of the Lusaka Agenda, rooted in country ownership is well underway, and closely aligned with the broader Gavi 6.0 Strategy. The development of the Health Systems Strategy is guided by a Technical Advisory Group made up of key internal and external stakeholders and partners and will be submitted to the Board approval in December 2024.
- Gavi's approach to health systems and engagement with countries will also be informed by ongoing efforts led by EVOLVE to simplify and streamline Gavi's end-to-end grant management. Reforms envisioned by EVOLVE are intended to increase focus on quality grant implementation and monitoring and improve alignment with country systems and processes.

L

Data quality and availability

Risk coordinator

Measurement, Evaluation and Learning Team

Residual risk level	HIGH
Outlook	=
Level of external influence	MEDIUM

- The risk that poor or lack of data may affect the ability of the Alliance to identify and reach ZD children, implement effective interventions and demonstrate impact remains **HIGH**. The Alliance face risks associated with working in settings with relatively weak data systems, particularly in very poor or fragile countries.
- As a learning organisation, accessing key data and insights to drive business critical questions is essential for Gavi to unlock greater impact and optimise use of resources. Recent evaluations, audits and assessments identified several limitations and gaps to Gavi's current approach to data, analytics and insights including level of data maturity and underlying process flows, lack of one source of truth with multiple sources of data for the same information and inefficient pathways from data collection to data use with high transaction cost.
- The Alliance poor culture around effective review, sharing and use of data impacts its ability to make best data-driven decisions to influence immunization programmes. Notable gaps include the lack of centralized mechanism to collect data sets in standardized formats and inefficiencies in existing data systems and processes.

- The materialization of the risk may affect the ability of the Alliance to identify, characterize, and reach unvaccinated populations and translate data into targeted and tailored strategies. The risk can also negatively impact Gavi's ability to execute core financing business, including contract processing as well as tracking and reporting on investment portfolios.

Ongoing mitigations

Efforts to address the risk are ongoing **as part of the CEO 180-day plan**, through various workstreams and across multiple departments at the Secretariat.

- A key priority is to catalyse the data-driven culture through defining and institutionalising the approach to data analytics and insights with the Data Analytics & Information Hub that will allow for more efficient visibility and sharing of business critical data and information, enabling a common view across the organisation and democratising access to key information to enhance productivity and collaboration.
- Another priority is to explore opportunities for greater data integration, sharing and transparency with core Alliance partners to reduce stock-outs and improve budget utilization, notably through accelerating progress on Gavi Alliance Partners Data Automation Exchange (DAX) with immediate focus on UNICEF Supply Division.

¹ According to WUENIC July 2024 estimates

M

Sub-optimally planned and implemented campaigns

Risk coordinator
Vaccine Programme

Residual risk level	HIGH
Outlook	=
Level of external influence	MEDIUM

- **The risk that sub-optimally planned and implemented vaccine campaigns undermine the capacity to manage and deliver routine health and immunisation services and the effective mitigation of VPD outbreaks** remains **HIGH** as long as mitigations are still ongoing.
- The lingering impact of COVID-19 along with competing priorities at country level have affected countries’ ability to implement high quality campaigns. Pressure to implement quickly may result in insufficient consideration on effective integration or focus on reaching missed and zero-dose communities. The diversion of management capacity, front line workers and infrastructure to implement campaigns are other risk drivers. This is to recognize that some countries would have to focus on implementing timely and quality campaigns to effectively reduce the number of susceptible and avoid large outbreaks.
- Poor planning and management undermine the quality of campaigns, which could result in low coverage or delay and reduce the intended impact campaigns related to HPV, malaria, and other diseases. In 2023 there were 18 preventive campaigns, against an initial annual estimate of 29. Planned preventive campaigns for oral cholera vaccine (OCV) and HPV experienced delays due to supply constraints and measles campaigns experienced delays due to a combination of longer application preparation lead times and security challenges.



Ongoing mitigations

- To further increase the quality of campaigns in 2024, dedicated technical assistance for MR will be provided to support countries with the planning, implementation and measuring of preventive campaigns. Additionally, Gavi continues to engage with the Health Campaign Effectiveness with pilots in Nigeria and Ethiopia to operationalise the collaborative action strategy.
- In addition, the shift to HPV 1-dose programs will support countries to reach a higher complete coverage rate during a single campaign, which is also more cost effective. This is also being supported through the HPV TCA and partnership with the Global HPV Leadership sub-team.

N

Fragile, conflict and humanitarian settings

Risk coordinator
Fragile and Conflict Countries

Residual risk level	HIGH
Outlook	↑
Level of external influence	HIGH

- Fragile environments, insecurity, conflict, and emergencies create disruption to vaccination uptake and inequitable service provision. Access to large parts of the population, often including displaced communities is a big challenge, leaving many least protected against vaccine preventable diseases. These circumstances can destabilize countries or subregions and disrupt infrastructure and resources needed to provide routine and preventative care such as vaccination. While immunisation is one part of a broader issue, realising the goals of Gavi Alliance and Immunisation Agenda 2030 is challenging in these environments and pose **HIGH** risk to Alliance investments requiring mitigation. For instance, the high numbers of VPD outbreaks is especially challenging in Fragile, Conflict and Humanitarian settings, for which support through the Fragility, Emergencies and Displaced Populations policy for outbreak responses is crucial.
- The context in fragile, conflict and humanitarian settings creates entirely different demands on Gavi’s work and funding, from programmatic objective setting to grant management, to country and partner engagement and on how the Secretariat is organised to support these settings in terms of teams, skillset and fit for purpose processes.
- To deliver Gavi Alliance vision in these settings, a higher risk appetite has been granted under the FED policy which

also requires a flexible, tailored approach of support. This is facilitated through differentiated interventions, particularly subnational and community-based, to respond to the challenges in each setting.

Ongoing mitigations

- The Board-approved FED policy:
- Sets out prioritisation criteria to determine which countries can benefit from a flexible, tailored approach to maintain and strengthen immunisation coverage;
 - Provides timebound, flexible and timely support to protect lives in acute time-limited emergencies; and
 - Ensures the provision and suitability of Gavi’s support to reaching displaced populations.

The FED policy is being operationalized with a set of flexibilities.

As part of the CEO 180-day plan, and under the 6.0 strategy, Gavi is developing a Fragilities and Humanitarian Approach to assure a cohesive strategy across these settings with operational barriers at Alliance and Secretariat level, removed and thus reaching more zero dose children and under-immunised communities.



○ African Vaccine Manufacturing Accelerator (AVMA)

Risk coordinator

Resource Mobilisation & Growth

Residual risk level	MEDIUM
Outlook	↑
Level of external influence	HIGH

- **The risk that AVMA initiative fails in its objectives to contribute to a sustainable African vaccine manufacturing base and improving African pandemic outbreak supply-resilience, due to programmatic, financial, organizational and/or legal issues and challenges** is **MEDIUM**. AVMA's risks stem from a complex interplay of factors, many of which are external to Gavi. These include unpredictable market dynamics, independent commercial decisions, regulatory challenges, geopolitical instability, and strategic competition. Addressing the root causes of these risks requires a multifaceted approach that enhances operational coordination, market shaping, regulatory strengthening and strategic engagement across the vaccine manufacturing landscape.
- Other drivers of the risk include insufficient demand for supported vaccines, lack of financial sustainability for supported manufacturers, and insufficient competitiveness due to excessive barriers to market entry. Additional considerations are the relatively immature regulatory systems on the continent and risks associated with the violation of sanctions law, and, stringent measures among Alliance partners and others relating to bribery, corruption and anti-money laundering practices. Challenges in achieving the necessary coordination across the Alliance and with a broader set of manufacturing stakeholders present additional risks.



Ongoing mitigations

- Ongoing mitigations include the establishment of systems for communication and collaboration with AVMA stakeholders, including with the Africa Centres for Diseases Control, WHO and UNICEF. These systems, including the AVMA Manufacturing Forum and AVMA Investors Forum will ensure alignment, transparency and effective implementation of the AVMA. Continuous monitoring and periodic reviews are in place to assess the effectiveness of mitigation strategies and make necessary adjustments. Additionally, Gavi's broader Regional Manufacturing and Market Shaping operations are working to increase transparency in the vaccine market and directing new manufacturers appropriately to maintain market health.
- The Secretariat is actively streamlining operations and providing surge capacity to enhance the planning and execution of AVMA. Clear project management functions and reporting structures are being established to ensure operational efficiency and foster cohesive governance for AVMA.



Gavi/2024/Isaac Nkinzingabo Rudakubana

● Finance operational challenges

Risk coordinator

Finance Team

Residual risk level	HIGH
Outlook	=
Level of external influence	LOW

- **The risk of financial losses resulting from inadequate or failed internal processes, people and systems** remains **HIGH**.
- Operational challenges in Finance resulting from inadequate or failed internal processes, people and systems can undermine Gavi's financial operations and ultimately lead to financial losses. Issues related to Gavi's financial platform (SAP) accessibility, functioning and security could prevent or delay payments to countries, third parties and secretariat staff. Moreover, finance staff turnover, increasing use of outsourcing (Accenture) and limited capacity to address increasing stakeholder requirements could lead to operational overload. Insufficient automation of financial systems is likely to increase financial mistakes and erroneous data.
- If operational failures do occur, it may prevent Gavi from meeting its statutory reporting requirements, comply with Board policies (e.g. programme funding policy) or lead to inaccurate forecasts or grant allocation. Despite existing mitigations, potential risk impact has been assessed as significant and likelihood of the risk materializing has been assessed as probable given insufficient automation and complexity of financial processes as well as capacity issues in Finance team.



UNICEF Cambodia/2023/Bunsak But



Ongoing mitigations

- **A priority of the CEO 180-day plan** is to improve financial management by: (i) optimising finance business processes (including use of SAP) with a focus on enhanced efficiency and control; (ii) implementing a systematic and holistic approach to forecasting and budget setting; (iii) ensuring systematic visibility on financial performance to track progress and inform decisions and actions; and (iv) enhancing transparency by publishing open, timely and forward-looking data on Gavi's budgets, expenditure and disbursements and ultimately (post Evolve) 'in country/partners' programme spend and cash balances.
- Finance Continuous Improvement team has now been in place for a year and has a strong record of delivery. The team has been staffed with a mixture of experienced Finance team members and contractors. Key process improvement project include the Gavi Alliance Partners Data Automation Exchange (DAX) with immediate focus on UNICEF Supply Division. However, project to introduce hard disbursement controls is facing delays/challenges. Invoice scanning project timing is not yet confirmed and Evolve scoping and final plans for reporting are under review by the CEO.

Q

Treasury risks (incl. liquidity, market and credit risks)

Risk coordinator
Treasury Team

Residual risk level	MEDIUM
Outlook	=
Level of external influence	LOW

- The risk that liquidity, credit and market risks could negatively impact cash flows and ultimately Gavi’s operations, activities and programmes is **MEDIUM** despite notable improvement in mitigations.
- The main risk drivers are the size of the budget and increased complexity of the treasury operations with COVAX Advance Market Commitment (AMC), AVMA, Day Zero Financing combined with Treasury team capacity overload, operational and oversight failures or weaknesses in controls, processes and policies. Also, external risk factors such as counterparty downgrades, banking failures and global economic trends may create interest rate and Foreign Exchange (FX) rate volatility.
- Should risks materialize, there may be uncertain or reduced cash flows to finance Gavi’s operations, activities and programmes (e.g. disruption in fund disbursements). This could lead to reputational damage and loss of confidence from partners and donors.



Ongoing mitigations

The improvement of treasury management is **a priority of the CEO’s 180 day-plan**.

- An holistic approach to treasury management is being developed given the increasing size and complexity of Gavi’s treasury operations, as well as the findings from the recently completed Internal Audit. ●
- Recruitment of an additional treasury role (Senior Manager, Treasury Control & Risk Management) and a dedicated financial risk management capacity is a priority to address capacity gaps. ●
- A series of strong mitigations are being implemented with the update and periodic review of Treasury policies, the onboarding of new banking partners, the ongoing discussion with partners on potential management of the AVMA treasury activities and the SAP system improvements. ●
- A new module in SAP is being implemented (Credit Risk Analyzer) to strengthen the monitoring of the counterparty credit risk. ●

R

Gaps in grant-making and management process

Risk coordinator
Office of the CEO

Residual risk level	HIGH
Outlook	↓
Level of external influence	LOW

- The risk that inefficiencies and gaps in grant review and approval are not resolved, affecting future grant related decisions is **HIGH** due to delays in planned mitigations.
- There are major gaps in Gavi’s grant making and management process, which is one of Gavi’s core objectives. Issues include skills and capacity (including limited differentiation of staffing), proliferation of funding levers (~14+) and other process-related issues driving complexity, effort and long lead times for countries, and an overload for Secretariat’s teams.
- The identified inefficiencies in Secretariat processes prompted the EVOLVE transformation project to be launched. However, agreement on the Target Operating Model (TOM) has been delayed. This has in turn delayed design of new grant review and approval processes. Despite board-level adoption of the TOM’s major shifts, they have not been integrated into departmental and organizational improvements at a sufficient pace. The 9-month delay has broadened the risk, affecting the remaining budget and human resources, as well as shortening the time in which for full implementation before the end of 2025. This may impact the project scope that is feasible before v6.0 begins.

- Should the delayed implementation of the major shifts continue or their detailed change requirements not be adopted by business owners, the numerous pain points and inefficiencies will continue to affect new grants in 5.1 strategy period and affect 6.0 preparations including staff workload, interactions with countries and work with partners with limited benefits on 5.1.

Ongoing mitigations

As outlined in the **CEO’s 180-day plan**, reform of grant making processes will have the direct oversight of the CEO and a lean project team will be assigned with clarified roles, responsibilities and accountability.

- Detailed planning, along with aligned resources and adapted scope will be prepared during Q3 2024 after which targeted pilots of changes to current processes will be performed to incorporate elements of the TOM’s major shifts. These include funding lever consolidation and use of national immunisation strategies, differentiated application review and approval criteria using a risk-based approach. ●
- Business owners across the Secretariat will be assigned by the CEO to lead the detailed changes described in the TOM’s major shifts and continue pilots in sequence of waves into early 2025. These pilots will inform technology-focused builds of both online grant management systems and any related changes to configuration of the SAP modules. ●

S

Culture and unethical conduct (incl. SEAH risk)

Risk coordinator
Ethics, Risk and Compliance Office

Residual risk level	HIGH
Outlook	=
Level of external influence	LOW

- **The risk of unethical behavior that can damage Gavi’s reputation and result in loss of trust from donors, countries and the Alliance** remains **HIGH**. This new risk is being proactively addressed through organizational changes, policies and new mitigations.
- Factors that contribute to this risk are weak prevention strategies, unclear governance on ethics and compliance, capacity and weak speak-up culture. Organisational leadership transition, workforce planning and perceived employment uncertainties may elevate the risk further.
- Unethical behavior can damage Gavi’s reputation and result in loss of trust from donors, countries and the Alliance. Absence of a culture of integrity may lead to operational inefficiencies, including higher turnover rates, challenges in attracting talents, increased HR and legal costs, and a lack of alignment with strategic objectives. The materialization of the risk can have long-lasting financial consequences as donors are increasingly focused on ensuring that Gavi maintains a healthy culture that aligns with legal and ethical standards. It can also impair Gavi’s ability to function effectively and achieve its goals.
- The risk of Sexual Exploitation, Abuse and Harassment (SEAH) is exacerbated in Gavi supported countries where unequal power dynamics and gender inequality exist. Multiple factors such as gender, age, disability, language,

displacement, health and poverty might increase the SEAH risk’s likelihood. The SEAH risk if materializing can lead to unequal access to vaccines, medicines or health service and to reputational damages affecting donors’, partners’ and final beneficiaries’ trusts in Gavi. At the Secretariat level, it can impede the ability to deliver on Gavi’s mission if staff’s wellbeing and safety would be compromised. While the risk is currently High, the implementation of the Protection against SEAH (PSEAH) policy planned for 2024 and 2025 should help mitigate this risk.

Ongoing mitigations

- A priority of the CEO’s 180- day plan** is to accelerate progress in implementing the PSEAH policy & workplan approved by the Governance Committee, including working with Alliance partners to ensure clarity on reporting obligations and processes.
- The implementation of the PSEAH policy is ongoing. It includes tailor-made PSEAH online training mandatory for all staff, reporting channels, particularly the Ethics Hotline, internal awareness campaign and knowledge sharing and collaboration with other partners such as the Global Fund.



T

Secretariat disruption

Risk coordinator
Operations and Procurement

Residual risk level	MEDIUM
Outlook	↓
Level of external influence	MEDIUM

- **The risk of significant disruption of Secretariat operations due to unexpected events, incidents or crisis** remains **MEDIUM**. Despite its decreasing trend driven by strong mitigations such as ongoing building and implementation of crisis management framework, this risk requires a close monitoring given its huge potential impacts on the Alliance operations.
- Despite some travel security issues flagged in fragile, conflict and humanitarian context, notable progress in mitigations have been observed in 2023 and 2024 with the completion of an audit and benchmarking exercise of Gavi’s Crisis Management Plan and Policy along with three Incident Response Plans against International Organization for Standardization (ISO) 22361. The outcome of the audit was very positive and improvement areas have been integrated in operationalisation plans. Initial Crisis Management Training and Kidnap Incident Management workshop and trainings have been completed. In addition, Gavi has closely collaborated with the Global Fund on best practices related to crisis management.
- The likelihood of an extreme event such as incident or loss of life during travel, force majeure situations (war, conflicts, pandemic) that may disrupt Gavi’s operations is rated as possible.
- However, should the risk materialize, the impact would be severe and may hinder Gavi from delivering on its mission.

Depending on the nature of the disruption, there could also be financial losses, recovery costs, interrupted assurance activities and the loss of donor and partner confidence.

Ongoing mitigations

- A Crisis Management Framework including a Policy, a Crisis Management Plan, Incident Response Plans (IRPs) and Business Continuity Plans has been established.
- A Crisis Management Statement is also planned. Automated processes are being developed in light of increased security risks with travel related to the Zero-dose agenda.



2.2 Spotlight on other relevant risks

Reputational risks

In today's rapidly evolving global health landscape, managing reputational risk has never been more crucial. This multifaceted challenge encompasses various areas, from maintaining final beneficiaries', partners' and donors' trust in Gavi and ensuring quality immunization programs to navigating legal and regulatory compliance.

The potential consequences of failing to manage the reputational risk effectively can be severe, leading to loss of partners, funding and public goodwill. As the digital age continues to amplify both opportunities for success and pitfalls for damage control in organizations worldwide, it's essential for Gavi to closely monitor this risk.

Various factors can contribute to reputational risk, including adverse events following immunization (AEFIs), financial and operational challenges and disruptions, regulatory compliance violations encompassing legal breaches or sanctions, as well as technology-related problems stemming from data loss or system failures. Compliance with legal and regulatory standards is a crucial aspect of managing reputational risk. Failure to comply can result in fines, penalties, and legal action against Gavi and can ultimately affect Gavi's Alliance partners. Moreover, weak internal coordination and collaboration is a

significant factor that can contribute to reputational risk and result in negative consequences for the Alliance's mission.

Many initiatives launched by or involving Gavi may raise reputational risks if not closely monitored and/or if Gavi's mandate and accountabilities are not clear. For example, AVMA carries significant reputational risks if incentives are too generous, or the initiative fails to drive the localisation of technology in Africa. Gavi's reputation might also be affected if supply, delivery and financial risks associated with the current Mpox situation materialize (see next section). Furthermore, for both initiatives, it is critical to ensure that Gavi is operating within clear mandate and accountabilities and is not held accountable for outcomes outside of its control.

Since Gavi's reputation is critical to its ability to deliver on the mission, the Alliance has a low appetite for risks affecting its image and confidence of its stakeholders. A strong reputation is essential for Gavi as it plays a critical role in building trust and confidence, retaining employees, ensuring financial stability, and ultimately supporting countries to deliver quality immunization. For that reason, Gavi is closely managing and monitoring reputational risks related to its programmes, initiatives, engagements through rigorously implementing and applying relevant policies such as the Restrictive Measures Policy and

the PSEAH policy, conducting careful due diligence on third-party partners, measuring and monitoring reputational impacts of strategic and operational risks, and being vigilant with constantly evolving norms and expectations related to reputational risk.

Mpox

Gavi has been monitoring Mpox closely since 2022. On August 14th 2024, the WHO declared Mpox a Public Health Emergency of International Concern (PHEIC) – linked to the rapid escalation of Mpox cases and deaths, including of a new virus strain, Clade 1b, in the Democratic Republic of the Congo (DRC), the spread to neighbouring countries in Africa. The WHO triggered the Emergency Use Listing (EUL) process to aid accelerated vaccine access and invited mpox vaccine manufacturers to submit their dossiers. Subsequent to this, on 13th September 2024, WHO announced that they have prequalified the first vaccine against Mpox: Bavarian Nordic's MVA-BN. There are two other vaccine candidates still under review by the WHO: LC16 by KM Biologics and ACAM2000 by Emergent Bio Solutions.

There are a number of risks associated with a vaccine response to the Mpox outbreak. First and foremost – not all vaccines have yet been granted EUL or are prequalified, which present limitations and risks from

a supply perspective. Both LC16 and ACAM2000 are still under review by WHO and both vaccines present notable challenges from a delivery perspective given the replicating nature of the vaccines (and therefore concerns in vaccinating populations living with HIV) and their administration (bifurcated needles and requirement for scarification). In terms of financing, the Mpox outbreak is escalating in the same period as the ongoing replenishment – which could present risks to Gavi from an overall fundraising perspective. Finally, there are also risk considerations given the evolving nature of the outbreak (which is currently focused in Africa, yet with small numbers of imported cases reported elsewhere) as well as navigating and effectively coordinating across the evolving roles of different partners.

Gavi has been actively monitoring Mpox and is engaging closely with countries, partners including Africa CDC, WHO, UNICEF and CEPI, donors, manufacturers and CSO representatives to support the response to Mpox. As summarised in a recent article in the Lancet¹, Gavi's response to Mpox includes (i) rapid operational support via reprogramming of grants, (ii) leveraging new innovative financial mechanisms such as the First Response Fund to finance both delivery support efforts and secure supply direct procurement of vaccines, and (iii) facilitation of dose donations upon request from donors. These actions are all

¹ Sania Nishtar, The Mpox emergency and the role of Gavi, The Lancet, Comment, Vol, 404, Issue 10454, P729-731, August 24 2024, [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(24\)01706-9/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(24)01706-9/fulltext).

underpinned by a high risk tolerance and the desire to act rapidly and meaningfully contribute to ending the acute phase of the pandemic. Gavi’s response is informed by COVAX and other outbreak response learnings. These immediate efforts are complementary to the recent Gavi Board approval of both a learning agenda to fill key evidence gaps and the decision to launch an Mpox stockpile as of 2026.

International Finance Facility for Immunisation (IFFIM)

IFFIM is a role model for humanitarian financing and indeed the entire field of global development, which faces constant funding challenges and unpredictability. Between 2006 and 2024, IFFIM provided more than one-sixth of Gavi’s programme funding. This has helped Gavi to immunise over 1 billion children, saving over 17 million lives in the long term.

IFFIM’s activities expose it to three principal types of financial risk: credit risk, liquidity risk, and market risk. IFFIM seeks to mitigate each of these risks based on a risk management strategy approved by its board. IFFIM’s credit ratings are closely tied to the credit ratings of its donors. A change in the outlook for, or a downgrade of, the credit rating of one of the major donors may cause one or more of the credit rating agencies to review its outlook or credit rating for IFFIM and to amend such outlooks or credit ratings accordingly. Under its liquidity policy, IFFIM seeks to maintain an adequate level of liquidity to meet its

operational requirements, provide predictability of programme funding and support its credit rating. IFFIM’s market risk is comprised of interest rate and foreign exchange rate risks. IFFIM mitigates these risks through the use of interest rate and currency swaps. In addition, IFFIM is exposed to interest rate risks. In order to maintain its financial strength, IFFIM needs to manage all unpredictability associated with fluctuating exchange and interest rates.

In terms of governance, the IFFIM Board’s directors have extensive backgrounds in banking, capital markets, the health sector and supranational and development finance. IFFIM has outsourced administrative support functions to the Gavi and treasury functions and related accounting services to the World Bank. Gavi is responsible for the operational activities related to the immunisation, health system strengthening and vaccine procurement programmes for which IFFIM provides funding.

As IFFIM is a critical instrument to Gavi’s financial sustainability, any financial, operational and governance risk that might undermine its ability to pursue its contributions to Gavi, might be closely monitored and overseen as part of Gavi’s strategic and operational risk management process.

Third-party risk

Gavi is working with a number of third-party partners to successfully deliver its immunization programmes. Common third parties include suppliers, vendors, partners, service providers, and contractors with access to privileged information.

Gavi’s exposure to third-party risk is increasing with the number of initiatives, programmes and projects requiring external support. Working with a broader range of third-party partners comes with additional risks and complexity. Third-party risk is the potential for the Alliance to suffer a breach or be negatively impacted or compromised via connections to external organizations and entities. Each third party can introduce different security, privacy, business continuity, reputation, and regulatory compliance risks, that can have significant impact on the Alliance’s reputation.

Managing third-party risk through identifying, assessing, and controlling risks that occur due to interactions with third parties, including procurement and off-boarding, is critical for the Alliance.

For that reason, Gavi aims to reinforce its due diligence processes before third-party onboarding and to ensure that its third-party partners are complying with a number of obligations and regulations, avoiding unethical practices, protecting confidential information, handling disruptions effectively and achieving high-performance and quality levels.

Collaboration with global health partners

Despite shared goals, various global health stakeholders face barriers to effective and sustainable cooperation. This hinders progress towards collective global health objectives. In this ecosystem, where there is a prevailing disincentive to work together, the need to establish mechanisms for better engagement is pivotal and a key

priority of the 180-day plan. Collaboration with Global Health Initiatives (GHIs) and other partners, facilitating collaboration and coordination across different sectors and organisations, in accordance with the principles of the Lusaka Agenda, will be a key focus area.

Therefore, initiatives will be implemented as part of the CEO’s 180-day plan to enhance partnership-building efforts within the global health ecosystem for better impact. Among them are: (i)

- The designation of a focal point for partnerships in the Office of the CEO to facilitate better coordination, and clarify existing focal persons within the Secretariat for each partnership; (ii)
- CEO’s extensive engagement with the Global Fund and the Global Finance Facility (GFF) as one of the key ways in which Gavi is taking forward the Lusaka agenda; (ii)
- Engaging with GHI governing bodies to develop and rollout joint 24-month workplan to operationalise shifts from the Lusaka Agenda; (iv)
- High-level engagement with the Africa Union and operationalisation of African Union / Africa CDC MOU;
- Forward looking planning for TB vaccine integration through a strategic plan;
- Strengthening collaboration with Global Polio Eradication Initiative at country level; and
- Exploration of opportunities for further partnerships.

Secretariat operating expenditures and workforce challenges

The Secretariat operating expenditure and workforce need to be stabilised, informed by detailed priority setting and workforce planning to inform resource requirements for 2025 and beyond. The Secretariat operating expenditure and workforce to support Gavi 6.0 will be informed by the Gavi 6.0 strategic priorities, the outcome of the replenishment, as well as the Secretariat transformation agenda including the ongoing organisational improvement work.

Over the last months, significant progress has been made on the organisational improvement work at the department and team level, as well as updating the Secretariat leadership structure. Key senior leadership appointments have been made with a permanent CEO on board since March 2024, and a General Counsel and an interim CFO appointed. Recruitments are also ongoing for the Chief Operating Officer (COO), the Chief Information Security Officer (CISO) and the new Chief Vaccine Programmes and Markets Officer (CVPMO). Moreover, specific resources have been approved to address significant capacity challenges across key teams, including Country Delivery, Treasury, and Ethics, Risk & Compliance.

A key priority of the CEO’s 180-day plan is to build a strong leadership team and address critical leadership gaps and pressing workforce issues. To do so, relevant initiatives being implemented include:



- The CEO’s deep dives on department structures, workforce, consultants and budgets to inform workforce and operating expenditure requirements for 2025, including consultant extensions and potential role conversions; and
- The launch and close monitoring of recruitments for permanent CFO, COO, CVPMO and CISO roles.

Given the importance of workforce in the effective delivery of the Alliance’s mission, objectives and strategic goals, the CEO and Senior Leadership Team members are paying close attention to workforce challenges and progress made through daily monitoring, regular SLT sessions and budget deep-dives. Moreover, the CEO is ensuring transparency by openly ensuring review and input from SLT members on high level recruitments and by communicating status and progress to staff through townhall meetings and regular update emails.

Risk themes related to Gavi 6.0

Gavi 6.0 will be an ambitious yet realistic strategy that is based on Gavi’s core mandate, country needs and capacity, fiscal context and the Alliance’s comparative advantage. Responding to key contextual shifts in the world, significant impact can be expected from Gavi 6.0 in line with the Alliance’s vision of ‘leaving no one behind with immunisation. Effective and proactive management of strategic risks underlying our new strategy are fundamental for its success. This implies thorough and methodical identification of risks that might undermine the Alliance’s ability to achieve its objectives and strategic goals. ERCO and risk coordinators have started to work closely on the identification of underlying risk themes related to Gavi 6.0. Although most of 5.1 top 10 risks will remain a point of attention as part of 6.0 strategy, there are new risk themes that will be leveraged and closely monitored in the identification process of strategic risks related to 6.0. Among the new emerging themes are:

- **Climate Change** – The climate crisis is a fundamental factor in the spread of vaccine-preventable diseases globally – through climate-sensitive diseases, including vectors expanding into new regions; and a surge in extreme weather events.
- **Gender-related barrier** – Gender-related barriers can also have an indirect impact on immunisation. Social and cultural norms, and the unequal status of women in many societies, can reduce the chances of children being vaccinated, by preventing their caregivers from accessing immunisation services.

- **Efficiency of Gavi operating model** – Challenges related to competencies, processes, resourcing and technology might affect effective execution of 6.0 strategy due to complexity of Secretariat operations and processes, increasing oversight responsibilities, increased volume of work, environment.
- **Leverage of digitalization and AI** – Leveraging and implementing digital tools and systems is a critical step in modernising Secretariat and country processes. Harnessing the momentum on AI as an emerging topic across the Gavi Secretariat is necessary to not only stay ahead in technological advancements, but it also offers access to novel insights and information and with greater efficiency
- **Alliance-wide accountability** – Gavi works successfully with its Alliance partners to enable delivery of its mission and objectives. Effective collaboration and cooperation with parts requires clear definition of roles, responsibilities and accountabilities as part of the execution of Gavi 6.0 strategy.



3

Building the future
of ethics, risk and
compliance



3.1 Risk management

In coming months, the Ethics, Risk and Compliance Office (ERCO) will continue to deliver actively on most strategic and operational priorities to strengthen risk culture and improve foundation for effective decision making by ensuring that teams are equipped to take risk-informed decisions, implement mitigating measures and assess effectiveness of mitigations.

Updated risk policy and Standard Operating Procedures (SOPs)

The 2014 Board-approved Risk Policy is being reviewed and updated to align with the new Board-approved ERC Charter and reflect updated strategic, organisational and business approaches of the Alliance. To support the effective operationalisation of the policy, ERCO has developed SOPs that provide clear-cut directions and detailed instructions to manage effectively strategic and operational risks in the context of the Alliance.



Gavi/2023/Ashraf Arefin

Strategic and operational risk registers

By end of 2024, ERCO will launch new operational and strategic risk registers to help identify and assess risks, monitor mitigation plans and facilitate risk accountability. Both the operational risk registers and strategic risk register will support the methodical and rigorous approach to identify, assess and monitor the top risks that might undermine the Alliance’s ability to achieve its objectives and strategic goals. Additional tools such as the Risk Repository to capture historical risk data and a Risk Dashboard are planned for 2025. The tools are being designed to automate aspects of the risk analysis as well as enable linking operational and strategic risks.

Programmatic risk management

In coordination with Gavi’s Operational Excellence agenda and responding to audit recommendations, programmatic risk management is maturing within the Secretariat. A Full-time equivalent (FTE) dedicated to programmatic risk management within the Ethics, Risk and Compliance team has allowed more intensive engagement with country-facing teams across Gavi including regular inputs to the EVOLVE transformation. This has led to the integration of a risk-based approach within the EVOLVE Target Operating Model (TOM). Going forward, the Gavi risk team will continue working closely with

Funding, Design & Review (FD&R), Country Delivery Department (CDD), Health Systems & Immunisation Strengthening (HSIS) and Vaccine Programmes teams to assess, classify and prioritize identified risks based on their impact.

AVMA risks management

The understanding of the AVMA risk landscape has recently been developed through close collaboration between ERCO, Risk Owners, Measurement, Evaluation & Learning (MEL) team and Senior Leadership Team (SLT). Over the course of the instrument’s duration, Gavi’s Ethics, Risk and Compliance Office will continue to drive the AVMA’s risk management processes in collaboration with designated Risk Owners, through quarterly monitoring. Reporting on AVMA Risks will align with Gavi’s operational risk management standards .

The Alliance Risk Advisory Group

ERCO has initiated the Alliance Risk Advisory Group (ARG) gathering Risk Management Representatives of Gavi’s Alliance Partners (UNICEF, WHO and World Bank) to discuss and monitor Alliance-wide risks that could impact the Alliance’s ability to deliver its mission and strategic goals. Going forward, the ARAG will be leveraged as part of ERCO’s strategic risk management process.



Gavi/2023/Ashraf Arefin

3.2 Ethics and compliance

The Board's approval of the Ethics, Risk and Compliance (ERC) Charter in December 2023, was clear milestone at Gavi. It is a foundational document that (i) describes the goals, mandates, services, structures, and resources which Gavi has allocated for the establishment of an independent ERC Office led by Gavi's Chief Ethics, Risk and Compliance Officer, and (ii) describes our core ethical principles. It outlines a future design of relevant policies and procedures.

Compliance processes and frameworks

The following Compliance processes and frameworks have been prompted by ERCO:

- Advancing Gavi Protection against Sexual Exploitation, Abuse and Harassment (PSEAH) framework, including approval of PSEAH Policy and launch of PSEAH tailor made on-line mandatory training for all staff, and building an awareness campaign;
- Updating the Board-approved Risk Policy;
- Developing a Policy on Policies to ensure consistent approach to internal guidance materials and approval authority;
- Designing Restrictive Measures Policy.

In addition, ERCO plays an important role in complementing other teams' policies which touches on areas where enterprise risks, reputation and ethical considerations intersect.

Other key initiatives

The hiring of an Ombudsperson for Gavi is recognized as an important milestone in Gavi's efforts to promote a constructive speak up culture. Ethics Advisory to Gavi staff is another important area on which we embarked on in 2024, clarifying points of concerns and advising on ethical dilemmas our staff is facing. In addition, protection against retaliation is increasingly important area of focus of our team as Gavi culture change is underway. In 2024, ERCO has also conducted an internal mapping exercise of existing policies and procedures for an effective policies management and oversight.

Trainings, awareness campaigns and culture change

Importantly, ERCO has launched number of tailor-made online trainings such as the ERC Charter training and the PSEAH training to ensure our staff is well informed on the principles and commitments that Gavi has put forward at the Secretariat level. In addition, ERCO has conducted a number of in-person trainings at department and team levels to introduce its work and priorities as defined in the ERC Charter. Enhancing awareness of our reporting system, in particular Gavi Ethics Hotline and its improvement, is part of focus on both PSEAH and general speak up campaign planned for 2024. Another contribution of ERCO on the Culture journey in Gavi is Quarterly Ethics Leadership Dialogue initiative that focuses on values, ethical dilemmas and represents an easy reference for managers to engage in dialogue with their teams.



4

Annexes



4.1 Methodology

This year’s report is based on a **bottom-up risk assessment using multiple quantitative and qualitative data** from selected internal and external sources. This approach serves to identify the Alliance most critical risks, assess effectiveness of existing mitigations and determine further actions needed to improve risk management across the Alliance.

The Alliance risk assessment is:

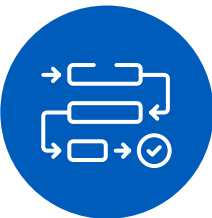
-  **Inclusive** with several rounds of consultations with Secretariat Departments, Gavi’s Leadership Teams, AFC and PPC members – (more than 30 consultations in total).
-  **Methodical** – Our risk selection and assessment is based on a 3-steps selection process to filter top risks for Board oversight
-  **Reliable assumptions** – The basis of our risk assessment is done in close consultations with Risk Owners and the Senior Leadership Team.
-  **Trackable** – Data and processes supporting our risk assessment outcome are well documented and recorded for sake of audit trail.

FIGURE 2
Bottom-up risk identification and assessment



Board discussion

Gavi’s AFC and Board oversees the top risks and Senior Leadership actions/decisions based on presented risk information.

Leadership review

Gavi’s Senior Leadership Team reviews, discusses and approves the selection of the top 10-20 risks and/or risk updates, approves assessment of mitigation effectiveness and initiates actions/activities based on risk information as required.

Risk selection

ERCO reviews and consolidates identified risks based on top risks definition and criteria. ERCO selects 20 top risks, assesses effectiveness of mitigating actions and determines further actions needed.

Risk identification

Gavi’s teams / departments identify, assess and report top risks to Gavi’s strategic ambitions and goals.



Gavi/2023/Benedikt V. Loebell

Assumptions for risk assessment

RISK LEVEL



LIKELIHOOD



IMPACT

Likelihood	Occurrence probability
Unlikely	≤10%
Possible	11-49%
Likely	50-80%
Very likely	≥81%

WEIGHTED AVERAGE OF...				
Impact	Programmatic *	Financial *	Reputational*	Organizational*
Mild	Mild programmatic impact with almost no effect on programme delivery, timeliness and quality, on coverage and on VFM	Minor exposure inferior to 5 m EUR	Short-term local or national adverse media attention, not requiring a reactive statement	Minor impact on our organizational capacity and capabilities to deliver on our objectives (Capacities issues that remain manageable at team's level)
Moderate	Moderate programmatic impact affecting programme delivery, timeliness and quality, immunisation coverage and VFM to a manageable extent.	Moderate exposure between 5 m EUR and 10 m EUR	- Longer-term national or short-term regional adverse media attention potentially requiring a reactive statement - Relationships with governments, key stakeholders	Moderate impact on our organizational capacity and capabilities to deliver on our objectives (e.g. Limited capacities leading to reorganization of several teams and to manageable delays in work delivery)
Significant	Significant impact drastically limiting programme delivery, timeliness and quality, and leading to insufficient immunisation coverage and poor VFM.	Major exposure above 10 m EUR to 25 m EUR	- Longer-term regional adverse media attention, requiring a statement and an issue management plan - Negative reaction from regional or national authorities and officials - Relationships with stakeholders affected, namely donors - Relationships with potential donors / investors affected	Major impact on our organizational capacity and capabilities to deliver on our objectives (e.g. loss of HR resources leading to stretched capacities, overload, significant delays in work delivery and massive teams' reorganization)
Severe	Severe programmatic impact leading to impossibility to deliver our immunisation programmes with the quality required and on a timely manner (unrecoverable deadlines)	Extreme exposure above 25 m EUR	- International adverse media attention, requiring active issue management - Negative reaction from authorities and high-ranking officials across multiple countries - Relationships with and/or attractiveness of donors affected significantly	Extreme impact on our organizational capacity and capabilities to deliver on our objectives (e.g. Secretariat's activities disruptions affecting drastically our programmes delivery)

* The weight of each criteria depends on the type of risk and has been validated and reviewed by ERCO and risk owners

Top risks selection criteria

 Residual risk level	The residual risk level is the risk exposure after considering the effectiveness of existing mitigation strategies to prevent the risks from occurring (thereby reducing the likelihood), as well as to detect and be prepared to react once or if they materialise (thereby reducing the potential impact).
 Level of external influence/trends*	The level of external factors or circumstances that impact the risk level rated on a three-point scale: Low, Medium or High. Low level of impact of external factors may be less resource heavy or faster to mitigate, and high level of external influence may be longer and require more resources or strong and sustained long term mitigation strategies.
 Mitigating actions	Mitigations are split into three categories: completed mitigations (i.e. already implemented), ongoing mitigations (i.e. not ended) and planned mitigations (i.e. not started). In this year report, only ongoing mitigations are reflected. Completed mitigations are already factored in this year risk assessment. Ongoing mitigations can either be on track or delayed in case of challenges in their implementation.
 Outlook	The risk outlook provides an overview on the risk evolution in the next 12 months based on predictability assumptions on risk’s likelihood and impact.

* New selection criteria as part of 2023 Annual Risk and Assurance Report



Gavi/2023/Nipah Dennis

4.2 Gavi’s risk appetite statement approved by the Board in 2023

High

Balanced

Low

The amount of risk the Alliance is willing to take, accept, or tolerate to achieve its goals

The Alliance is accepting to face risks required to achieve its goals, enabled by robust risk management to ensure these stay within the Board-approved risk appetite

Mission

- The Alliance **embraces the need to take risk** to achieve its ambitious mission of leaving no-one behind with immunisation in the world’s poorest countries
- It acknowledges risks inherent in its **operating model** relying on many partners and in its **business model** requiring country ownership
- It acknowledges that during the **COVID-19 crisis** risks may increasingly materialise, and is willing to take risk needed to respond flexibly and timely to special needs
- It understands that operating the **COVAX Facility** carries risks worth taking, and seeks to find the right balance to minimise risks to core resources and programmes

Strategic goals

The Alliance adopts an **overall high risk appetite to achieve its strategic goals**, acknowledging the aspirational ambition of the Gavi 5.0 strategy, requiring more and novel support to countries to reach missed communities and zero-dose children in hard-to-reach areas and challenging operating environments

1INTRODUCE AND SCALE UP VACCINES	2STRENGTHEN HEALTH SYSTEMS TO INCREASE EQUITY IN IMMUNISATION	3IMPROVE SUSTAINABILITY OF IMMUNISATION PROGRAMMES	4ENSURE HEALTHY MARKETS FOR VACCINES AND RELATED PRODUCTS
- Risks required to introduce and scale up coverage in fragile/emergency settings - Risks required for equitable allocation and timely delivery of COVID-19 vaccines - Vaccine introduction decisions exacerbating inequities or affecting sustainability - Campaigns undermining routine immunisation or being of low quality - Vaccine-preventable disease outbreaks	- Risks required to strengthen health systems and increase equity - Risks of working with new partners - Risks of exploring innovative strategies - Building immunisation-critical management capacity in-country - Improving data quality to find and target zero-dose children - COVID-19 roll-out adversely affecting routine immunisation or missed opportunities for synergies - Fraudulent misuse of Gavi support - Drop or insufficient increase in vaccine demand and confidence - Weak systems jeopardising vaccine and immunisation safety	- Countries transitioning without sufficient financial and programmatic capacity - Significant reduction in performance post-transition - Drop in political will and social commitment for immunisation - Countries defaulting on co-financing obligations	- Risks required to transform markets - Risks required to incentivise innovation for vaccine development and scale up of related products - Supply shortages impacting existing programmes - Risks required for securing access to and sufficient supply of safe and efficacious COVID-19 vaccines

Organisation

The Alliance has **overall a lower appetite for organisational risks** that could impede its ability to deliver on the mission, while recognising the risks inherent in having a lean Secretariat without in-country presence and reliance on many partners

OPERATIONAL RISK	PERFORMANCE RISK AND OVERSIGHT	REPUTATIONAL, FUNDING AND FINANCIAL RISK
- Quality and robustness of Secretariat processes, facilities and business continuity - Critical information systems or data being compromised - Risks related to staff health and safety, engagement and capacity, including harassment and exclusion	- Risks related to the capacity and performance of Alliance partners - Risks related to the increasing complexity of managing many partners at country level - Risks related to grant performance in-country - Risks undermining accountability and transparency	- Risks required for attracting new donors - Risks affecting Gavi’s image and confidence of its stakeholders - Immunisation becoming a lower priority on policy agendas - Risks affecting the sustainability of donor funding - Risks affecting Gavi’s finances (accounting, foreign exchange, credit, liquidity, financial market and internal fraud risk) - Forecasting variability reducing manufacturer or donor confidence

4.3 Last year’s top risk profile

Top 10 risks 2023*		Risk level in 2023 and evolution from 2022
A	Country management capacity	↑
B	VPD outbreaks	↑
C	Limited introduction of vaccines	↓
D	Sustainable transition and backsliding risk	↓
E	Supply shortages, disruption and stockouts	↑
F	Decrease in donor funding / 6.0 Replenishment	↑
G	Misuse of funds	↑
H	Engagement with CSOs and local partners	=
I	Cybersecurity risk	↑
J	Secretariat capacity and capabilities versus future corporate priorities and growing complexity	=

Risk level

Very high

High

Medium

↑ Increase

↓ Decrease

= Unchanged

▶ New

Risk category

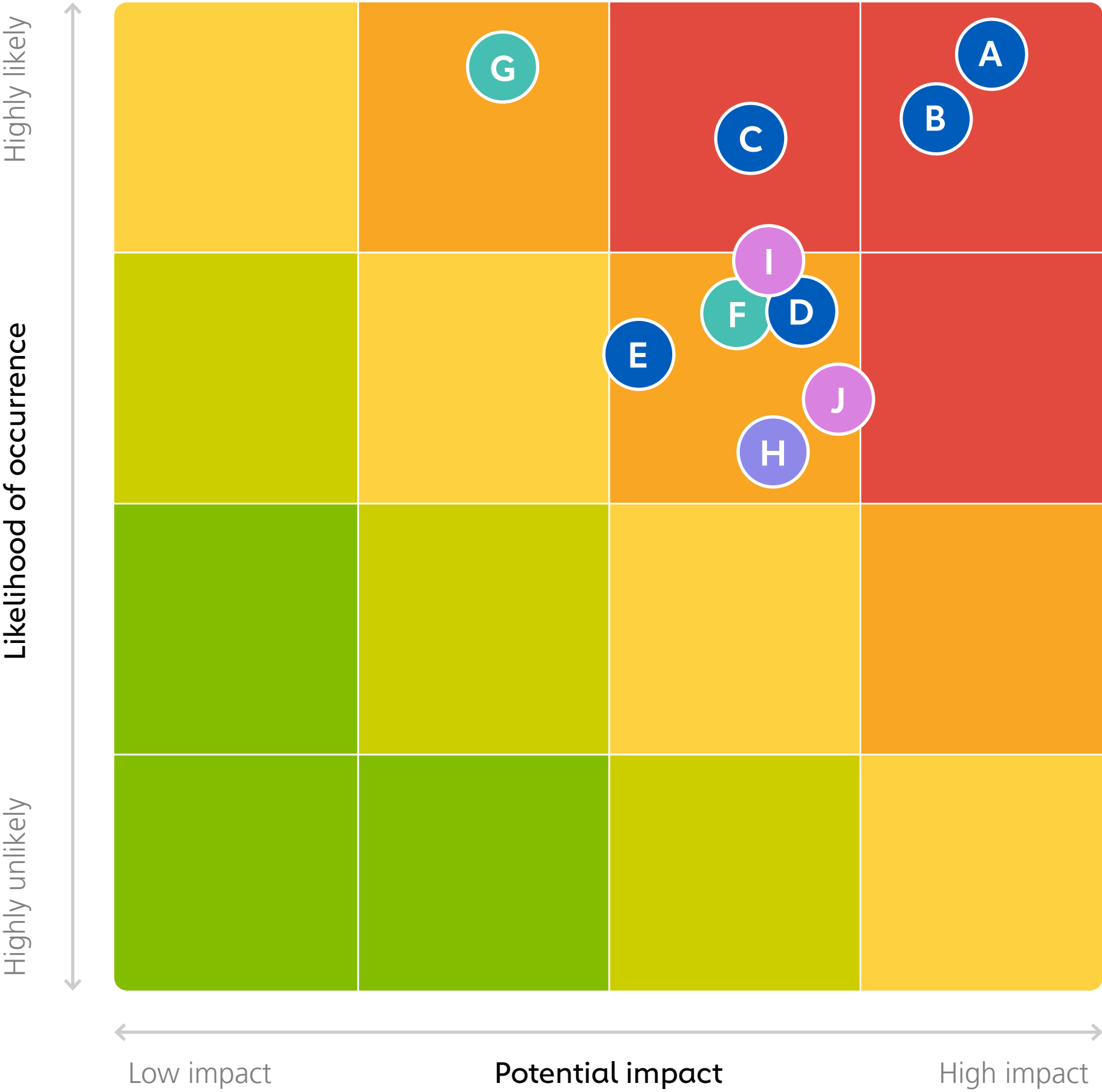
Programmatic

Strategic

Finance challenges

Engagement with partners

Organizational



Likelihood of occurrence, given preventive mitigation in place to address the potential causes

Potential impact on the ability of the Alliance to achieve the Gavi mission, given reactive mitigation in place to address the potential consequences once the risk materialises

* Note that the Top risks are not ranked based on relevance and importance. They are grouped per dimension. For information, there is no relationship between letters assigned to risks in this report and letters assigned to risks in the 2022 Annual Risk and Assurance Report.

Other relevant risks to monitor*

Risk level in 2023 and evolution from 2022

K	Health systems strengthening**	↓
L	Data quality and availability	=
M	Sub-optimally planned and implemented campaigns	=
N	Adverse events of vaccines and erosion of Gavi reputation***	▶
O	Finance operational challenges	=
P	Self-financing participants’ close-out ***	↓
Q	Treasury risks (incl. liquidity, market and credit risks)	▶
R	Gavi’s Alliance health, capacities and capabilities **	↓
S	Culture and unethical conduct	▶
T	Secretariat disruption	↓

Risk level

Very high

High

Medium

↑ Increase

↓ Decrease

= Unchanged

▶ New

Risk category

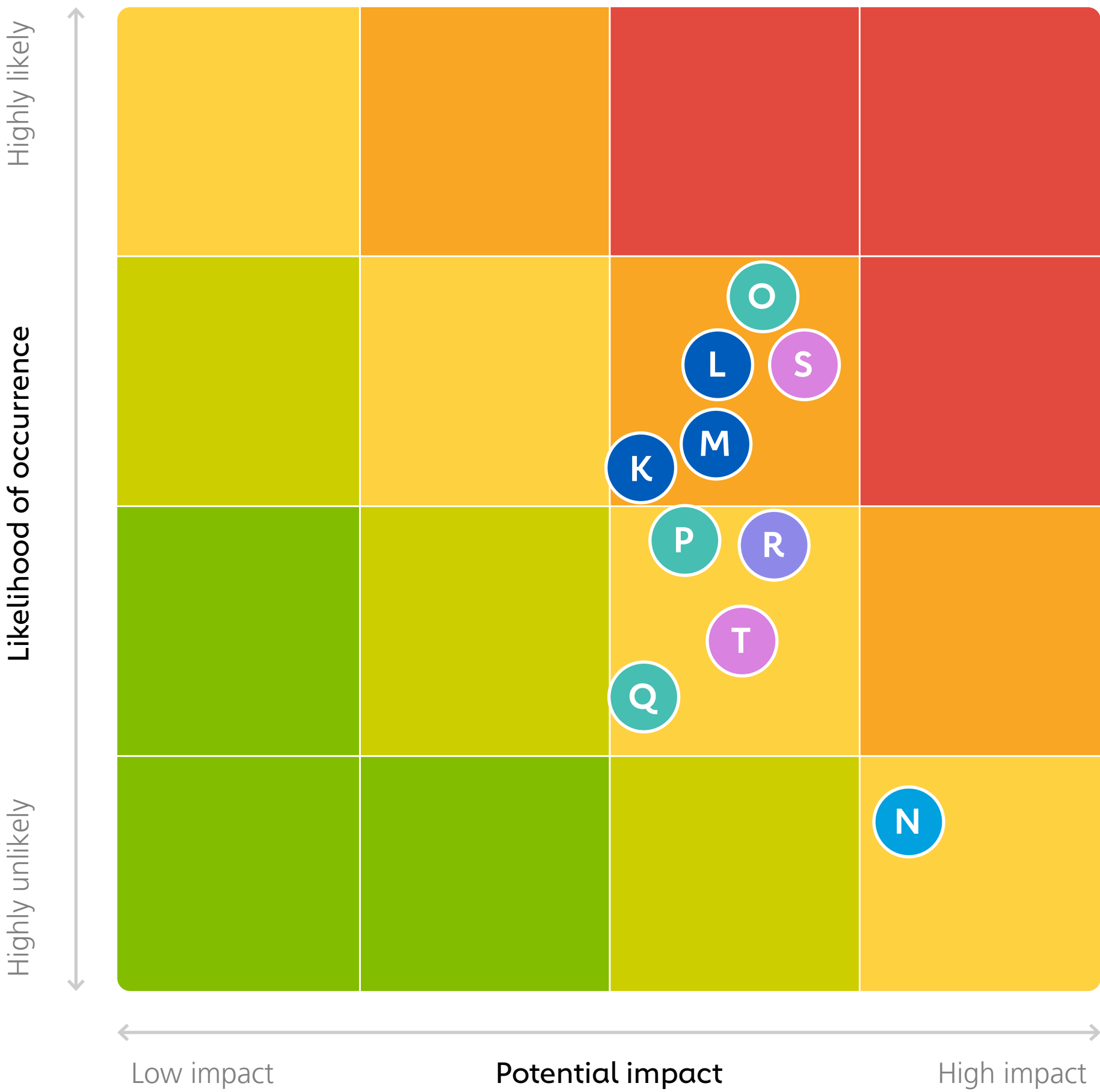
Programmatic

Strategic

Finance challenges

Engagement with partners

Organizational



Likelihood of occurrence, given preventive mitigation in place to address the potential causes

Potential impact on the ability of the Alliance to achieve the Gavi mission, given reactive mitigation in place to address the potential consequences once the risk materialises

* Note that other relevant risks are not ranked based on relevance and importance. They are grouped per dimension. For information, there is no relationship between letters assigned to risks in this report and letters assigned to risks in the 2022 Annual Risk and Assurance Report.

** Risks that are within Gavi’s Risk Appetite. *** Risks whose risk appetite shall be defined.

4.4 180-Day plan interventions associated with top 10 risks

A Country management capacity

- Country delivery initiative
- Standardised country-priority setting framework and country-review process
- Reform of grant-making and management processes
- Programme audits

B VPD outbreaks

- Outbreak response
- Develop short-term responses to supply for mpox outbreak in DRC
- Role of Gavi in future outbreaks and public health emergencies

C Limitations related to introduction, uptake and use of new vaccine

- Country delivery initiative
- Standardised country-priority setting framework and country-review process
- Strengthening collaboration with GPEI at country level
- Must wins: oversee and ensure delivery of priorities already on-going

- Role of Gavi in future outbreaks and public health emergencies
- Support countries to make informed product choices

D Sustainable transition and backsliding risk

- Co-financing: ensure countries are on track to meet co-financing obligations for 2024
- Partnership with development banks
- Steer Gavi 6.0 strategy development to ensure timely and effective decision-making

E Vaccines supply shortages

- Analysis of the root causes and identification of approaches to avoid future supply shortages
- Reporting of vaccine stock-outs through the THRIVE 360 data system
- Organisational level/departmental changes and changes to reporting lines to address the current fragmentation, ensure end to end view of supply management and single point of accountability
- Supply diversification
- Operational guidelines for implementing programmatic policies

F Decrease in donor funding / 6.0 replenishment

- Event planning and execution
- Partnership with development banks
- Engagement with donors, advocacy and narrative building, ensuring country voices are championed and prioritised
- AVMA operationalisation
- Private sector partnerships for resource mobilisation
- Investor forum
- Scaling financing instrument innovations
- Role of Gavi in future outbreaks and public health emergencies
- Ascertain Gavi’s role in reimagining the future of immunisation for humanity, and assess the need for a foresight function within the organisation
- Country voices and stories

G Misuse and suboptimal absorption of funds

- Review approach to financial management at the country level
- Financial reporting (SAP/SAC and Power BI)
- Continue to optimise finance business processes (including use of SAP) with a focus on enhanced efficiency and control





H Engagement with CSOs and local partners

- CSO engagement strategy

I Cyber-attack

- Institutionalise the role of AI within Gavi
- Digital investment roadmap
- Recruitment of new CISO position

J Challenges related to 6.0 operationalization

- Steer Gavi 6.0 strategy development to ensure timely and effective decision-making
- Gavi 6.0 operationalisation coordination and oversight mechanism
- Prioritising learning, creating a common platform to facilitate sharing of experience, MEL learning and evaluation agenda
- Improving collaboration within the Programmes teams
- Climate change approach to guide Gavi’s operations, external engagement and advocacy
- Ascertain Gavi’s role in reimagining the future of immunisation for humanity, and assess the need for a foresight function within the organisation
- Partnering with the Global Fund and GFF as a priority

- High-level engagement with the Africa Union and operationalisation of African Union / Africa CDC MOU
- Onboarding of Interim CFO and recruitment of future permanent CFO
- Onboarding of new General Counsel with smooth transition
- Recruitment of new COO position
- Management reporting
- Define vision for Gavi Secretariat in 6.0
- Redesigning the organisational and management structure
- Finalisation of department-level planning based on ‘organisational improvements’ work and independent review
- Alliance ways of working and enabling Gavi’s Partners’ Engagement Framework (PEF) model for 6.0
- Create a focal point for partnerships (GHIs as well as Alliance and other partners) in the OCEO
- Engaging with GHI governing bodies to develop and rollout joint 24-month workplan to operationalise shifts from the Lusaka Agenda
- Forward looking planning for TB vaccine integration through a strategic plan
- Strengthening collaboration with GPEI at country level
- Long-term consultant roles
- Prequalification of recruitment search firms
- Review the Secretariat internal governance structures and forums
- Establishment of central repository of internal guidance documents
- Operational guidelines for implementing programmatic policies
- Review of Board-approved funding and budget allocation and utilisation policies
- Implementing new approach to annual priority and budget setting
- Governance framework and approval pathways for programmatic funding
- Revisiting Operational Excellence portfolio of initiatives and its coordination mechanism
- Continue improving Gavi’s end-to-end procurement and contract management processes
- Implementation of controls in the contract approval process
- Action the 2023 Board and committee evaluation
- Complete evaluation function review
- Explore potential for further partnerships

4.4 180-Day plan interventions associated with top 20 risks

K

Impact of health systems strengthening investments

- Develop a health systems strategy
- Health worker remuneration
- Reporting and visibility of on-ground operations

L

Data quality and availability

- Setting up the Data analytics & Information Hub and institutionalising the data-driven approach
- Reporting from core Alliance partners
- Accelerate progress on Gavi-Alliance Partners Data Automation Exchange (DAX) with immediate focus on UNICEF Supply Division (SD)
- Enhance transparency by publishing open, timely and forward-looking data on Gavi’s budgets, expenditure and disbursements
- Using BI tools to enhance reporting

M

Sub-optimally planned and implemented campaigns

- Outbreak response
- Country delivery initiative

N

Fragile, conflict and humanitarian settings

- Approach to fragile, conflict and humanitarian settings

O

AVMA operationalisation

- AVMA operationalisation

P

Finance operational challenges

- Financial reporting (SAP/SAC and Power BI)
- Onboarding of Interim CFO and recruitment of future permanent CFO
- Review and update Board-approved Delegation of Authority (DOA) Policy
- Review Secretariat Delegation of Signatures Authorities (DOSA)
- Overall decision-making authority and approval pathways
- Continue to optimise finance business processes (including use of SAP) with a focus on enhanced efficiency and control

Q

Treasury risks (incl. liquidity, market and credit risks)

- Treasury team capacity gaps
- Approach to treasury management
- Financial risk management

R

Gaps in grant making and management process

- Reform of grant-making and management processes

S

Unhealthy culture and unethical conduct incl. SEAH

- Accelerate progress in implementing the PSEAH policy & workplan approved by the Governance Committee
- Assessment of the modalities of bringing on board a counsellor
- Case study on the new role of the OCEO
- Culture journey
- Development of the OCEO SOPs
- Drive implementation of the Gavi Gender Policy to address in-country gender-related barriers to immunisation
- Emphasise on consultative decision-making processes with appropriate checks and balances
- Engagement with Staff Council
- Further promote gender equity in Secretariat policies & practices
- Gender advisory body

- Hiring of the ombudsperson through an open competitive process
 - Implement approach on greater pay transparency, informed by external review
 - Institutionalising Policy & Operational (P&O) notes and OCEO archiving
 - Personal leadership style
 - Review of key HR policies
 - Review of performance measurement practices
 - Set a cross-cutting carbon footprint reduction target for the Secretariat
 - Setting up the Delivery Cascade System within the OCEO
 - Setting up the OCEO Delivery Accelerator Workspace
 - Transparent management of potential conflict of interest
 - Wellbeing and Culture Committee
- T

Secretariat disruption

- Digital investment roadmap
 - Recruitment of new CISO position

4.5 Acronyms

3LOD	Three Lines of Defense
AEFI	Adverse Event Following Immunization
AFC	Audit and Finance Committee
AI	Artificial Intelligence
AMC	Advance Market Commitment
APPT	Alliance Partnerships and Performance Team
AT	Accelerated Transition
ATT	Alliance Technical Team
AVMA	African Vaccine Manufacturing Accelerator
C19	Coronavirus Disease 2019
CDC	Centers for Disease Control and Prevention
CDD	Country Delivery Department
CDS	Country Delivery Support
CEO	Chief Executive Officer
CERCO	Chief Ethics, Risk and Compliance Officer
COVAX	COVID-19 Vaccines Global Access

COVID-19	Coronavirus Disease 2019
CSCE	Civil Society and Community Engagement
CSO	Civil Society Organizations
DMARC	Domain-based Message Authentication, Reporting and Conformance
DTP3	Diphtheria Tetanus Toxoid and Pertussis
EAF	Equity Accelerator Funding
EPI	Expanded Program on Immunization
ERC	Ethics, Risk and Compliance
ERCO	Ethics, Risk and Compliance Office
EUL	Emergency Use Listing
EUR	Euro
EYE	Eliminate Yellow Fever Epidemics
FED	Fragility, Emergencies and Displaced Populations
FLT	Facility Leadership Team
FPP	Full Portfolio Planning
FS	Foundational Support

FX	Foreign Exchange
G20	Group of 20
G7	Group of 7
GH	Global Health
GPEI	Global Polio Eradication Initiative
GVPI	Global Virtual Pooled Inventories
HCE	Health Campaign Effectiveness
HPV	Human Papillomavirus
HR	Human Resources
HSIS	Health Systems and Immunization Strengthening
HSS	Health Systems Strengthening
IMF	International Monetary Fund
IPV	Inactivated Polio Vaccine
IRC	Independent Review Committee
IRP	Incidence Response Plan
ISO	International Organization for Standardization

IT	Information Technology
KMTS	Knowledge Management & Technology Solutions
LMC	Leadership, Management and Coordination
M/MR	Measles / Measles Rubella
MA	Monitoring Agents
MAC	Multi-Age Cohort
MDB	Multilateral Development Bank
MEL	Measurement, Evaluation and Learning
MICs	Middle Income Countries
MoU	Memorandum of Understanding
MPM	Monitoring and Performance Management
MTR	Mid-Term Review
N/A	Not Available
NFC	No Fault Compensation
NVI	New Vaccine Introduction
OCV	Oral Cholera Vaccine
OE	Operational Excellence
PCCS	Post Campaign Coverage Surveys

PCV	Pneumococcal Conjugate Vaccine
PEF	Partners Engagement Framework
PFM	Portfolio Financial Management
PHEIC	Public Health Emergency of International Concern
PNG	Papua New Guinea
PPDS	Programme Design and Delivery Support
PPE	Public Policy Engagement
PPR	Pandemic Preparedness and Response
PQ	Pre-qualification
PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
PVP	Pandemic Vaccine Pool
RI	Routine Immunization
SAP	SAP Software (System Applications and Products in Data Processing)
SCM	Senior Country Manager
SEAH	Sexual Exploitation, Abuse and Harassment
SFA	Strategic Focus Area
SFHA	Sustainable Financing for Health Accelerator
SFP	Self-Financing Participants

SLT	Senior Leadership Team
SOP	Standard Operating Procedure
TA	Technical Assistance
TBD	To Be Determined
TCA	Targeted Country Assistance
TPM	Team Performance Metrics
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
USD	United States Dollar
VCV	Variant Containing Vaccines
VFM	Value For Money
VPD	Vaccine Preventable Diseases
WB	World Bank
WHO	World Health Organization
WUENIC	WHO/UNICEF Estimates of National Immunization Coverage
ZD	Zero-Dose