RISK MANAGEMENT UPDATE

BOARD MEETING
Jacob van der Blij
7-8 December 2016, Abidjan, Côte d’Ivoire
STRENGTHENING RISK AND ASSURANCE CAPABILITIES
Largely completed change plan approved by the Board in December 2014

December 2014
• Risk policy
• Risk appetite statement
• Reorganisation in three lines of defence

Progress to date
• All new positions filled
• New tools and processes rolled out
• Partner engagement through PEF

Going forward
• Scale up and institutionalise across the Alliance
• Continuously refine understanding of risks and effectiveness of mitigation

Process-focused updates Content-focused strategic discussions
GAVI’S FIRST RISK & ASSURANCE REPORT

• Alliance-wide view of critical risks potentially impacting the ability of the Alliance to achieve its mission and strategic goals

• Basis for annual in-depth discussion on risk
  • Agree on prioritisation of risks as basis for future risk and assurance efforts
  • Oversee that most significant risks are managed within Gavi’s risk appetite
  • Optionally select specific risks for deep-dives at future meetings

Basis for future efforts and investments

Allocate to risk owners and work with partners to manage top risks

Develop more systematic metrics to measure risk and monitor evolution

Develop more granular risk appetite statement for June Board

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ALLIANCE TOP RISKS RANKED AGAINST LIKELIHOOD AND IMPACT
Current risk exposure, taking into account existing mitigation

Very high risks
a) Country management capacity
b) Data quality
c) Transition readiness
d) Country performance post-transition

High risks
e) Outbreaks disrupt immunisation
f) Vaccine confidence
g) Misuse by countries
h) Donor support
i) Partner capacity
j) Strategic relevance
k) Supply shortages
l) Frequent or unplanned campaigns
m) HSIS value for money
n) Secretariat disruption
o) Forecasting variability
INTERDEPENDENCIES BETWEEN RISKS
Breaking down a complex reality
COUNTRY CASE STUDY: MADAGASCAR

A fragile country with significant risks

Alliance response and risk mitigation

• Low country capacity
  • EPI leadership
  • Healthworkers (# and capacity)
  • Supply chain

• Frequent campaigns impact RI

• Data quality challenges

• Weak financial management

• Low domestic investment and resources not targeted / flowing to sub-national level

High-level advocacy

• Strengthen EPI leadership
• Immunisation financing law
• Focus on RI, better data

Build capacity

• PCA to identify capacity gaps
• Catalytic support to hire healthworkers
• More partner staff including sub-national
• CCE platform – 60% solar fridges

Fiduciary agent in MoH, audit in 2017

HSS2 targeted at 54 (of 113) C&E districts
DECISION AND STRATEGIC DISCUSSION ON RISK

Following supportive review by the Gavi Alliance Audit and Finance Committee, the Gavi Alliance Board is asked to approve the Risk & Assurance Report.

The Gavi Alliance Board is furthermore invited to discuss the content of the report, guided by the following questions:

a) Is the Gavi Alliance Board comfortable with the design of the report as the basis for an annual in-depth discussion on the Alliance’s risk exposure, controls and assurance?

b) Do Gavi Alliance Board members have any initial feedback on risk appetite for these top risks as input for the 2017 update of the risk appetite statement? Is current exposure to any risk clearly outside Gavi’s risk appetite?

c) Do any of these risks require a more in-depth discussion or deep-dive by the Gavi Alliance Board in a future Board meeting or retreat?

Board meeting
7-8 December 2016
Thank you