RISK AND ASSURANCE REPORT

BOARD MEETING
Jacob van der Blij
28-29 November 2018, Geneva, Switzerland
Board discussions on risk

Continued integration of strategy, risk and performance

• Strategy update references top risks
• Other papers include risk lens where relevant

Dedicated risk discussions

• Top risk portfolio discussion based on Risk & Assurance Report
• Deep-dive on particular risk topic
  • Approaches to fiduciary risk management in Gavi’s cash grants
Progress made on Risk Management

Instilling a risk-aware culture

Active top risk management

Embedding risk management

Engaging partners on risk

Experience sharing
Risk profile remains relatively stable
2018 residual risk exposure, taking into account existing mitigation

b) Data quality ▼

c) Ability to reach under-immunised ▼

l) Frequent or unplanned campaigns ▲

m) Partner capacity ▼

q) Secretariat disruption ▼

i) Polio transition NEW

j) IT disruption NEW

e) Insufficient demand (redefined)

Programmatic risk
Corporate risk

^- Recent evolution

Very high risks
a) Country management capacity
b) Data quality ▼
c) Ability to reach the under-immunised ▼
d) Sustainable transition

e) Insufficient demand
f) Outbreaks disrupt immunisation
g) Misuse by countries
h) Donor support
i) Polio transition NEW
j) IT disruption NEW
k) Strategic relevance
l) Frequent or unplanned campaigns ▲
m) Partner capacity ▼
n) Global supply shortages
o) HSIS value for money
p) Forecasting variability
q) Secretariat disruption ▼

Medium risks
r) External programme disruption
s) Closed vial wastage
t) Expanding partnership complexity
u) Unresolved co-financing default
v) Board confidence
w) Secretariat capacity
x) Misuse by partner
y) Market distortion
z) Misuse by Secretariat
aa) Changing or conflicting Board priorities
bb) Leadership succession
cc) Donor grant fulfllment

Highly likely

Highly unlikely

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

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High
Low

impact
impact

Board meeting
28-29 November 2018
Actual exposures versus risk appetite
Willingness to accept the current top risk exposures

4 risks outside risk appetite
Requiring intensive mitigation efforts
a) Country management capacity
b) Data quality
c) Ability to reach the under-immunised
l) Frequent or unplanned campaigns

8 risks somewhat outside
Requiring attention
d) Sustainable transition
e) Insufficient demand
g) Misuse by countries
h) Donor support
i) Polio transition
j) IT disruption
k) Strategic relevance
n) Global supply shortages

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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.

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28-29 November 2018
Recommendation

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

**Approve** the Risk and Assurance Report 2018 attached as Annex A to Doc 06a

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

a) Does the Board agree with the top risks identified this year and their ranking against likelihood and impact?

b) Are there concerns on risk exposures clearly outside Gavi’s risk appetite and if so, are further investments or different approaches to mitigation required?

c) Do any of these risks require a more in-depth discussion by the Board at a future date?

Board meeting
28-29 November 2018
THANK YOU

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