

## Annex F: Risk implication and mitigation

- COVID-19 creates unprecedented risks to the economies, health systems and immunisation programmes of Gavi-supported countries. A failure to respond adequately risks undermining the progress that has been made in strengthening immunisation coverage, equity, financing and programmes in current and former Gavi-eligible countries. If these countries see a sustained backsliding in immunisation coverage, or even drop a vaccine, this will pose serious questions about the sustainability of the Gavi model. The financial cost for countries to address gaps in coverage or to reintroduce vaccines will be significant. The approach described in this paper should help mitigate those risks.
- There is a risk that if many countries are granted flexibilities, this could make the exceptions in the FER policy common across the portfolio and thereby limit implementation of Gavi's standard policies. There is also a risk that the Alliance will have to make decisions on adjusting support to countries rapidly and with inadequate information, which could result in suboptimal allocation of resources or fiduciary risk. To mitigate this, the Secretariat will develop a clear approach to determine when and how flexibilities are granted and new HSIS funding applications will be subject to external review to ensure that the requested flexibilities are justified and proportionate. The Secretariat will systematically track all flexibilities and develop a clear approach to transition countries to updated 'standard' policies post-COVID.
- There is a risk that the additional flexibilities will result in accelerated expenditure from Gavi's HSIS and PEF envelopes over the next 1-2 years. While this will help countries to respond to the pandemic, it would also mean that additional funding would be required to ensure countries continue to have access to adequate support in the latter years of Gavi 5.0. To mitigate this risk, the Secretariat will continue to monitor the financial impact of the flexibilities granted and report to the AFC, PPC and Board.
- There is a risk that Gavi's support is inadequate to mitigate the impact of COVID-19 on countries' immunisation programmes and this could result in a resurgence of VPD outbreaks and mortality. To mitigate this risk, the Alliance will engage closely with other development partners to ensure a coordinated approach to help countries maintain and restore immunisation programmes as part of a PHC response. The Alliance will continue to monitor the performance of immunisation programmes and report to the Board if further interventions are needed.
- There is a risk that the Secretariat and Alliance partners may have inadequate capacity to manage the COVID-19 response, while also maintaining existing programmes and preparing for implementation of Gavi 5.0. To mitigate this risk, the Alliance will seek to coordinate support for COVID-19 recovery with implementation of Gavi 5.0, and will closely monitor if existing resources are adequate or surge capacity is required.