

Annex 4 Risk Matrix - GAVI Alliance Board Meeting, 30 November - 1 December 2010								
	Level of risk		High					
			Medium					
			Low					
Risk category	Main risk	Likelihood of risk	Potential for negative impact	Specific risk	Risk mitigation strategy/activity in the business plan	Strategic goal	Programme objective/	Residual risk (post mitigation actions)
Financial risk	Funding risk	High	High	Predictability of donor commitments	Re-designed replenishment mechanism, increased emphasis on multi-year agreements and pledges	SG3	321	High
				Size and diversity of the funding base	Increased efforts to expand the funding base, specifically targeting key members of the G20, innovative finance mechanisms and, new private and corporate partnerships	SG3	322	
				Donor relations/ perceptions	Enhanced donor relations and improved donor communications. Formalised and more active donor support network (e.g., Friends of GAVI)	SG3, ACPP	321, 322, AC111	
	Economic and financial market risks	Low	Medium	Credit ratings, currency fluctuation, interest rates etc.	Long-range financial planning and forecasting. Robust financial management strategies and policies	Financial admin	Internal financial management	Low
	Medium-term liquidity risks (2-3 years)	Low	Medium	Cash flow	Rigorous internal financial management policies and controls (inc. cash flow reserve policies, regular internal audits)	Financial admin	Internal financial management	Low
Operating risks	Cash-based Programme risks	High	High	Health system strengthening grants, CSO grants, IRIS Programme	Dedicated infrastructure for the management of cash-based grants (incl. TAP, FMAs etc.). Joint partnership with the World Bank, Global Fund and WHO in the Health Systems Funding Platform (incl. joint assessments and annual reviews, and a surveillance platform).	SG2	211, 212	High
	Country introduction risks	Medium	Medium	Applications, reviews and disbursement process risks	Dedicated country communications capacity, evidence based decision making, direct support with GAVI applications (vaccines and HSS). Independent Review Committee technical reviews and recommendations around country applications. Alignment of GAVI funding with country planning and budgeting cycles.	SG1, SG2	111, 112, 113, 121, 211, 212	Low
				Forecasting and planning	Specialised demand and supply forecasting across all vaccines (current and future)	SG1, SG4	111, 112, 121, 122, 123, 411	
				Country capability and infrastructure	Specialised in-country training and capability building. Implementation of proven country systems, structures and processes for vaccine introduction (incl. vaccine policies and regulations)	SG1	111, 112, 121, 122, 123	
				Programme performance	Routine assessments and reviews (e.g., APRs, EVMs, pre and post-Programme evaluations), routine Programme monitoring	SG1, ME	112, 121, ME111	

[illegible]