	Level of risk	e Board Mee	High Medium Low					
Risk category	Main risk		Potential fo negative impact	Specific risk Risk mitigation strategy/activity in the business plan			Programme	Residual risk (pos mitigatio actions)
Financial risk	Funding risk	High	High	commitments	Re-designed replenishment mechanism, increased emphasis on multi-year agreements and pledges Increased efforts to expand the funding base, specifically targeting key members of the G20, innovative finance mechanisms and.	SG3 SG3	321 322	High
				Donor relations/ perceptions	new private and corporate partnerships 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	
				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	

	Partner activity and outsourcing risks	Medium	Medium	Technical assistance provider, sub-contracting and outsourcing	GAVI workplan performance management system. Coordination of Programme implementation (e.g., WHO, UNICEF, management of AVI TAC).	SG1, SG2	111, 112, 121, 122, 123, 124	
	Weakening of Alliance structure	Medium	Medium	Unintended consequences of new performance based contracting system on partnership model	Quarterly performance check-in and problem-solving at senior level	all, mission support		Medium
Market and product risks	Vaccine pricing and supply risks	Medium	Medium	Pricing, manufacturing and supply chain risks. Policy and regulatory risks	Implementing PRGs, robust information on supplier landscape. Long-term vaccine demand forecasting with intermittent porfolio optimisation. Vaccine supply strategy study and implementation plan development	SG4	411, 412, 421	Low
	Vaccine safety and efficacy risks	Low	High	Adverse events following immunisation, product recalls, regulatory risks	Rigorous pre-qualification, quality control and ongoing scientific studies driven mainly by the WHO. Routine surveillance, procurement quality control mechanisms under the UNICEF and PAHO procurement contracts.	SG1, SG4, ACPP	111, 112, 121, 122, 412, AC111	Low
Country sustainability	Country vaccine financing, procurement and	High	High	Financial planning and budgeting. Sustainable co-financing risks	Co-financing policy implementation (incl. monitoring and support of countries in default), integration of CMYPs in national planning and budgeting processes	SG3	311, 312	High
	ongoing delivery risks			Ongoing immunisation planning and coordination	Direct support to graduating countries in the development of transition plans and, pooled procurement strategies as part of the vaccine supply strategy study	SG3	311, 312, 313	
Advocacy and communication	Advocacy and communication	Medium	High	Advocacy and counter- advocacy	Expanded set of donor advocates and civil society organisation supporters	SG3, ACPP	321, 322, AC112	Medium
risks	risks			Advocacy network and communication risks	Pro-active management and ongoing monitoring of GAVI press and media with associated response mechanisms including reputational risk and crisis communications	ACPP	AC111	
Personnel and organisation risks	Staff motivation and behaviour risks	Medium	Low	Staff turnover	Clearer prioritisation of roles, responsibilities and accountabilities with appropriate employee recognition through GAVI performance management. Improved internal communications.	ACPP	AC111	Low
	Organisational knowledge	Low	Medium	Institutional knowledge	Coordinated information management with clear prioritisation of knowledge gaps and initiatives	M&E	ME111, ME112, ME113	Low
	Secretariat capacity	High	High	Capacity to deliver on business plan	Additional headcount. Improved management and leadership	all, mission support		Medium