



Position Specification

Gavi, The Vaccine Alliance
Chief Risk Officer

December 2022

Gavi, the Vaccine Alliance

Gavi, the Vaccine Alliance is a public-private partnership that helps vaccinate half the world's children against some of the world's deadliest diseases. Since its inception in 2000, Gavi has helped to immunise a whole generation – over 981 million children – and prevented more than 16 million future deaths, helping to halve child mortality in 73 lower-income countries. Gavi also plays a key role in improving global health security by supporting health systems as well as funding global stockpiles for Ebola, cholera, meningococcal and yellow fever vaccines. After two decades of progress, Gavi is now focused on protecting the next generation, above all the zero-dose children who have not received even a single vaccine shot. The Vaccine Alliance employs innovative finance and the latest technology – from drones to biometrics – to save millions more lives, prevent outbreaks before they can spread and help countries on the road to self-sufficiency.

Gavi is a co-convenor of COVAX, the vaccines pillar of the Access to COVID-19 Tools (ACT) Accelerator, together with the Coalition for Epidemic Preparedness Innovations (CEPI), the World Health Organization (WHO) and United Nations Children's Emergency Fund (UNICEF). In its role, Gavi is focused on procurement and delivery for COVAX: coordinating the design, implementation, and administration of the COVAX Facility and the Gavi COVAX AMC and working with its Alliance partners UNICEF and WHO, along with governments, on country readiness and delivery. Gavi has secured more than US\$ 12 billion in funding for COVAX, which has now shipped more than 1.7 billion COVID-19 vaccine doses to 146 economies.

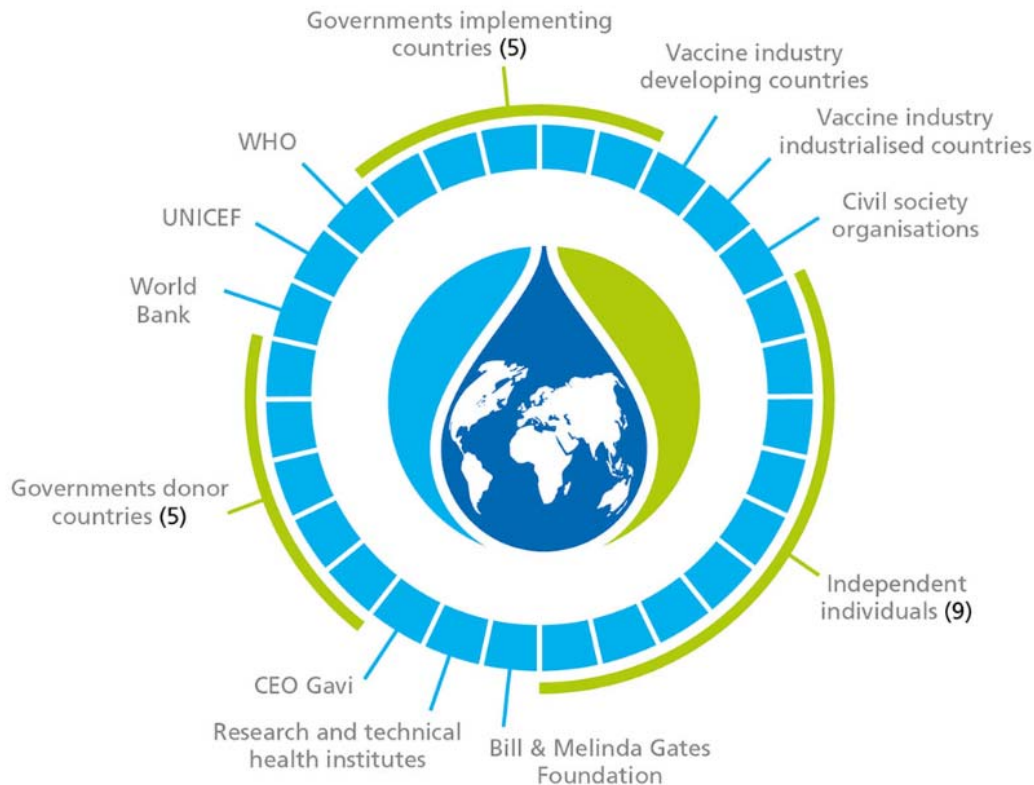
The Vaccine Alliance brings together developing country and donor governments, WHO, UNICEF, the World Bank, the vaccine industry, technical agencies, civil society, the Bill & Melinda Gates Foundation and other private sector partners. View the full list of donor governments and other leading organisations that fund Gavi's work here: <https://www.gavi.org/investing-gavi/funding/donor-profiles>

Given the context of the ongoing COVID-19 pandemic, Gavi's mission to save lives and protect people's health by increasing equitable and sustainable use of vaccines is more relevant than ever. As an Alliance, Gavi is working to safeguard routine immunisation and scale its reach to zero-dose children and missed communities, while continuing to fight the COVID-19 pandemic and integrate COVID-19 vaccination into its core programming. Gavi is seeking to appoint a Chief Risk Office who will be a member of the Gavi Leadership Team and lead Gavi's Risk function, responsible for effective enterprise risk management across the organisation.

The Gavi governance structure

Originally hosted by UNICEF at its launch in 2000, Gavi became a Swiss foundation in 2009 and has been granted international institution status in Switzerland with special privileges and immunities. The Gavi Board, comprising 28 members from governments (donor and implementing countries), partner organisations, civil society organisations and the private sector, is chaired by José Manuel Barroso, former President of the European Commission.

Gavi's Board composition



More information on the Gavi governing board's function and composition can be found here:

<https://www.gavi.org/about/governance/gavi-board/>

The Gavi Secretariat

The Gavi Secretariat is a knowledge-based global strategic health/development partnership. The Secretariat is responsible for managing the operations of the Gavi business, including strategy and policy development; advocacy and resource mobilisation; programme delivery, incorporating programme monitoring and evaluation; approving and disbursing funds; collaboration and coordination with other global health agencies; legal and financial management; and support and administration of the Gavi Board and Committees. Offices are located in Geneva and Washington DC.

The Secretariat is led by the CEO, Dr Seth Berkley and the COO, David Marlow, with seven key divisions: Country Programmes, Policy & Programme Design and Delivery Support, Vaccine Markets & Health Security, Resource Mobilisation Private Sector Partnerships & Innovative Finance, Public Engagement & Information Systems, Governance and Enabling Functions (directly under the COO).

The Secretariat is a multi-cultural organisation with over 70 nationalities, and is committed to creating a work environment that is safe and professional where employees can work together in an atmosphere of mutual trust. Gavi has six core values that guide our work: teamwork, respect, openness, accountability, innovation and country-driven, which means we put the Gavi-implementing countries at the centre of everything we do.

Enterprise Risk Management at Gavi

Gavi pursues an ambitious mission in poor and fragile countries, operates in a dynamic and often uncertain context, and is set up as an Alliance of partners with a lean Secretariat without in-country presence. It is therefore naturally exposed to many risks that could potentially affect its ability to achieve its mission and strategic objectives. It also needs to consciously take calculated risks to achieve impact. Robust risk management is vital for Gavi to confidently take the risks required to achieve its mission, safeguard investments and secure sustainable impact. By systematically understanding, acknowledging and anticipating what might happen (before it actually does happen) and proactively monitoring and managing Gavi's exposures to potential future events, risk management helps Gavi to optimise its impact and appropriately balance risk and reward.

Since 2015, when the Risk function was first established, Gavi has made tremendous progress in enhancing its risk management approach to be a value-adding proactive management tool (instead of being reporting and compliance oriented). Today it is appreciated by Board members, donors and management with the risk lens driving strategic discussions both at Board-level and across the organisation. For more information on Gavi's risk management approach please go to: <https://www.gavi.org/our-alliance/strategy/risk-management>.

Gavi is committed to build on this strong foundation and further strengthen risk management and Gavi's Risk function going forward, given the increased uncertainty, complexity, funding and change facing Gavi. It is critical that Gavi's risk management framework continues to stay up-to-date by adequately identifying, measuring, monitoring and managing evolving risks to Gavi's strategy, operations and programmes, as well as specific financial, reputational, operational and programmatic risks associated with the COVAX Facility.

The Mandate

The Gavi Secretariat has experienced significant change and growth in the last few years with the evolution of Gavi's strategy to focus on reaching zero-dose children and missed communities, as well as Gavi's role in COVAX to respond to the COVID-19 pandemic. In addition, the Gavi Secretariat continues to operate in an increasingly uncertain context in terms of the trajectory of the pandemic and the ongoing impact on global health and immunisation, as well as increasing geopolitical tensions and an uncertain macroeconomic environment. Therefore, given the upcoming transition of the CEO in 2023, ensuring the Gavi Secretariat has a resilient and sustainable structure with engaged and motivated employees is critical to Gavi's success.

In Gavi, risk management is everyone's responsibility and an integral part of strategy and operations. Gavi has structured its risk management and assurance functions according to the Three Lines model with first line business functions monitoring and actively managing risks, second line functions providing objective specialist advice and appropriate checks and balances, and a third line audit function to provide independent assurance on the effectiveness of risk management by the first and second lines. Gavi's Risk function is a key second line function working closely with the core business to enable them to manage the risks they need to take or are exposed to in pursuing Gavi's objectives. It also plays a key role in ensuring the three lines work together effectively in managing cross-cutting risks across the organisation.

The Chief Risk Officer position is a full-time permanent role based in Geneva, Switzerland reporting to the Chief Operating Officer (COO). The Chief Risk Officer is responsible for monitoring risk on an enterprise-wide and strategic level, promoting a risk-aware culture and effective risk management practices throughout the organisation, and establishing regular risk reporting including to the Gavi Board (with risk being a standing agenda item). It also facilitates the Secretariat's Risk Committee (chaired by the CEO with senior leadership from across the organisation) and supports risk owners with risk analysis and structuring of strategic discussions on Gavi's top risks.

The Chief Risk Officer will lead the Risk function:

- To become a real business enabler and support function equipping business owners to manage their risks and keeping tabs on emerging and cross-cutting risks;
- To act as a strategic advisor on risk issues for leadership and ensure the risk lens informs decision-making early-on, with possibility to de-risk by design rather than fix or mitigate at the back-end;
- To establish an aligned approach combining better bottom-up operational and programmatic risk understanding to complement the strategic top-down methodology, allowing bottom-up escalation and early-warning as well as top-down operationalisation of risk appetite set by the Board;
- To coordinate and oversee alignment between three lines of defence and establishes commonly accepted understanding of key risks and risk appetite;
- To follow through on risk identification with more focus on risk monitoring and mitigation.

Main duties and responsibilities of the Chief Risk Officer include:

- Act as a leader on risk issues in the Secretariat and across the Alliance, and represent the Risk function in internal and external meetings as required;
- Lead a team of up to 3 plus senior managers (team currently being determined);
- Lead engagement on risk at the Senior Leadership and Board level;
- Maintain and continue to enhance a robust enterprise-wide risk management framework for Gavi's strategy, operations, and country programmes;
- Drive change across the Alliance by instilling a risk-aware culture and enable scale-up and integration of risk management practices in strategic and operational planning and decision-making;
- Drive the preparation and facilitation of Risk Committee meetings by supporting risk owners with deep dives on top risks, including by data analysis and research, and drive strategic thinking on implications and trade-offs;
- Ensure the integration of risk insights in team priorities, performance and budget discussions;
- Engage actively with internal risk-related functions (e.g. Legal, Finance, Audit), external risk management advisors (e.g. investment banks, insurance industry), and other relevant stakeholders (e.g. Alliance partners) as required to ensure cross-cutting and end-to-end enterprise risk management;
- Deliver actionable and insightful risk reporting for internal reviews and reporting to the Gavi Board and Committees as required.

Candidate Profile, Skills and Experience

The ideal candidate will bring the following background and experience:

- An engaging and highly presentable individual with strong personal integrity, a purpose-driven approach and a strong team player. The credibility to lead and represent the Risk Management function at Board, Executive and Senior Management level as well as establish a partnership relationships with colleagues across Gavi. The self-confidence and integrity to deal with issues at all levels of management.
- Proven track record as a successful senior Risk and/ or Control professional operating with best-in-class risk practices together with experience of establishing and embedding robust, effective risk management practices. S/he will bring strong analytical and systems thinking and demonstrated problem-solving skills, together with the clarity of thought to bring simple, practical and effective solutions to complex challenges;
- Interdisciplinary mindset with a broad interest in various fields and eagerness to learn and the ability to develop a strategic perspective and creatively think outside the box;
- Strong technical risk management skills across both financial and non-financial; critically able to translate experience into the context of Risk at Gavi today. This includes engaging on the strategic, financial and operational dimensions that underpin Gavi's consistent delivery of its mandate despite the current and potential challenges it faces.

- Genuine organisational orientation with the stature to act as an effective champion for Risk and to influence and command the respect of the Senior Management, Operational Leaders and functional colleagues. Able to build confidence as an individual and in Risk Management through actions.
- Excellent communication and interpersonal skills, applicable at all levels across the organisation. Adept at building an internal as well as external network. Proven experience of delivering through people by collaborating and leveraging relationships.
- Demonstrable experience of operating and influencing at Executive and Board level and of building strong stakeholder relationships across Gavi and its Alliance communities. Experience should include initiating and sustaining constructive relationships with senior stakeholders across multi-geographical organisations.
- Proven track record in leading change that marries raising risk awareness with the processes that underpin. Can demonstrate a strong desire and motivation for transforming change and is proactive in their approach to change, fostering and cultivating new ideas. Is capable of delivering change at pace whilst maintaining the highest standards of BAU.
- Considerable experience of building and leading high performing teams; a collaborative and inclusive leader who is able to create a compelling vision for the function that high performing professionals are drawn to.
- A self-starter with energy who will be a strong fit to the Gavi culture which is purpose-driven, fast-paced, ambiguous and constantly changing environment. To be most effective in this role, the ideal candidate will be comfortable switching between strategic and tactical agendas. They should be prepared to roll-up-their sleeves to ensure any task is delivered in a timely manner.
- A structured and flexible approach, independently minded, tough yet balanced decision maker with sound judgment, calm under pressure, and the ability to prioritise and delegate. A positive, can-do attitude and a sense of humour.
- Excellent writing skills and attention for detail.

Qualifications/ Other

Academic

- University degree in business or public administration, science or engineering, or related fields;
- Further qualifications in enterprise, operational or financial risk management are an asset.

Languages

- Excellent oral and written communication skills in English;
- Other languages desirable.

Contact

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