

To: AVAC Board of Directors
From: AVAC Management
Re: Risk Management Update
Date: December 2023
Purpose: Risk Management Update to the Board

Overview:

Risk management identifies, assesses, and mitigates risks to an organization. AVAC has an established enterprise risk management policy, an organizational risk management committee and a risk register that is reviewed and updated quarterly. AVAC provides biannual updates to the Board. These efforts have allowed AVAC to effectively mitigate many preventable risks to the organization.

Risks continue to be mitigated by AVAC staff, managed by senior staff, and monitored by AVAC management. Every six months, the risk register is updated and shared with the Board.

AVAC's risk register has two tabs:

- **Tab one** is the register of AVAC's **organization-level risks**.
- **Tab two** is a summary of the **top risks to AVAC projects** and our mitigations in response to each. These programmatic risks, inventoried by program leads, are managed by department heads, monitored by Mitchell and Erin, reviewed and updated twice a year or more frequently as needed and reported to the Board alongside organizational risk reporting.

AVAC continued to make progress in Risk Management efforts in 2023, and new risk mitigations since July have been added in the Mitigations column matrix.

No organizational risks were upgraded since our last report to the Board in July 2023. One organizational risk has been downgraded:

- **Knowledge Management and its link to operational efficiency:** AVAC completed the full transition to SharePoint as our shared file storage home. This move (from a prior, custom-built shared file service), represented a major update and upgrade in our operational efficiency, significantly increasing accessibility of information across AVAC. The transition has also strengthened our Knowledge Management practices (see below); allowing AVAC to aggregate resources, materials, and other IP that had been scattered across a number of platforms (NextCloud, Google Docs, Box) because of the inefficiencies of our previous shared drive. Plans for 2024 include bringing more ad-hoc solutions and applications used by AVAC staff under the MS umbrella, allowing us greater connections and efficiencies between teams, content management, and internal collaboration.

One program-level risk was upgraded since our last report to the Board in July 2023:

- **AVAC's leadership on GPP in the Cure field:** AVAC's scope of work and number of Cure engagements has increased, without an associated increase in staffing to run the projects. Fundraising to increase internal capacity to deliver on Cure GPP priorities is a priority for 2024.

One program-level risk was downgraded since July 2023:

- **AVAC’s [Dual Prevention Pill \(DPP\) Project](#)**, supported by Children’s Investment Fund Foundation, aims to accelerate the development and introduction of a multipurpose prevention technology (MPT)—a single product designed to address multiple health needs—for HIV and pregnancy prevention. Forward motion of this project is dependent on the product achieving bioequivalence, which it achieved in October 2023 in a “pilot study” that triggered a follow-on grant from CIFF for 2024-2025. The DPP now needs to pass a larger “pivotal bioequivalence study” for it to be submitted for regulatory approval. We are cautiously optimistic and have secured funding nonetheless; as a result, the risk was downgraded. At the same time, there is a small chance the product could face roadblocks if it cannot achieve pivotal bioequivalence.

Two projects (one new, one newly staffed) and their risks were added to the program risk matrix:

- **[Coalition to Expand Access to Long-Acting PrEP](#)**, supported by BMGF, brings together leading donors, agencies, and advocates to jointly develop strategies and take coordinated action to identify and overcome access challenges to just-approved and future PrEP options. AVAC serves as the Secretariat. AVAC has added two new staff members to manage and coordinate the Coalition, whose roles include maintaining regular meetings with the Coalition Steering Committee and product developers; working across AVAC to execute a comms plan for the Coalition; and invest in rigorous data analysis to understand market dynamics to guide what issues need to be prioritized and organize convenings to address prioritized issues.
- **[KP-TNC Capacity Strengthening Project](#)**, supported by the New Venture Fund, will enhance coordination and planning across the Key Population Trans National Collaboration (KP-TNC) to strengthen advocacy for KP-led and KP-friendly HIV prevention, treatment and associated services and the protection and promotion of the human rights of KPs. The grant will increase operational capacity for the coalition with a specific focus on ensuring success in identifying, soliciting and managing donor funds independent of Northern partners, and support Improved communication infrastructure to enhance the consortium’s visibility. Project risks focus on one of the grant’s main activities; identification of a KP-led organization within the TNC that can serve as a prime on future grants for the coalition, and effective mentorship support from AVAC that allows us to eventually transition mentorship and governance roles to a lead organization within the TNC.

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