Service bundles for vaccine refrigerators and/or freezers

Pre-bid Industry Consultation
24 May 2023
Agenda

• Service bundles look back
• Tender strategy and objectives
• Other issues
• Updates from Gavi
Service bundles

a) In-country logistics and distribution (mandatory)
b) Equipment installation (mandatory)
c) Training (mandatory)
d) Functionality testing (mandatory and optional)
e) Warranty and performance monitoring (mandatory)
f) After-sales services (optional)
g) Other services
Service bundles look back (2017 – 2022)

81,657 Refrigerators and/or freezers
61 Countries
384 Service contracts

98.8 Million USD
6 Contractors
Service bundles look back - Quantities

SB quantities contracted and number of countries served

SB BY REGION
- Africa: 30%
- Asia: 69%
- Latin America: 1%

TOP 10 SB COUNTRIES
- Pakistan: 33%
- Nigeria: 18%
- Ethiopia: 12%
- DR Congo: 10%
- Tanzania: 7%
- Uganda: 4%
- Uzbekistan: 4%
- Ghana: 4%
- Cameroon: 3%
- Senegal: 3%
- Other: 2%
Service bundles look back – Funding sources
Service bundles look back - Prices

SB QUANTITY BY POWER TYPE

- Mains powered: 59%
- Solar powered: 41%

WAP price and quantity of solar service bundles

- Quantity
- Price

Solar panels for combined vaccine refrigerator and freezer ≥90 – <120L in Ibadan, Nigeria
Service bundles look back – Customer satisfaction

(Rate the Vendor’s attributes – tick any of the boxes as applicable)

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Satisfactory</th>
<th>Requires Improvement</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value for money</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting time schedule</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall performance rating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Data from 114 projects in 44 countries

<table>
<thead>
<tr>
<th>Quality of work</th>
<th>Technical skills</th>
<th>Value for money</th>
<th>Meeting schedule</th>
<th>Overall performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% (47 – 86)</td>
<td>80% (60 – 85)</td>
<td>75% (47 – 78)</td>
<td>76% (53 – 80)</td>
<td>77% (47 – 83)</td>
</tr>
</tbody>
</table>
Service bundles look back - PII
The target was to have less than 5% of individual PII that is unacceptable.

Steady progress has been made towards both acceptable and unacceptable targets.

Each supplier will receive a feedback for further action which will help exceed the targets.

From 2023 to 2026

- Maintain an acceptable level of PII greater than or equal to 95%
- Keep adequate level below 5%
- Maintain an unacceptable level below 1%
Area for further improvement (unacceptable scores)

*As shown in the graph above, 98 CCE units have 143 non-compliant requirements, involving at least one unacceptable requirement per unit.*
Area for further improvement (Adequate scores)

- Anti-theft system or mechanism, 28, 40%
- Cable from the panel to the CCE, 15, 22%
- Angle of inclination and orientation, 26

*The angle of inclination and orientation in the past was critical, but now it is an adequate requirement.

**There are 61 unit of cold chain equipment with 69 adequate requirements.
Service bundles look back – Project timelines

<table>
<thead>
<tr>
<th>Project type</th>
<th>Average duration</th>
<th>Average time per unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCEOP</td>
<td>245 days / 8.8 months</td>
<td>1.02 day</td>
</tr>
<tr>
<td>COVAX</td>
<td>97 days / 3.5 months</td>
<td>1.56 day</td>
</tr>
</tbody>
</table>

CCEOP SB completion timelines in days

- **Time per project**
- **Time per unit**
Service bundles look back - sustainability

• High performing equipment
• Equipment maintenance
• Job generation - **1,260 jobs** with 63 local service providers in 40 countries were created
Tender strategy - timelines

LTAs for refrigerators

Jan 2022

Jun 2023

Dec 2024

PO PO PO

LTAs for service bundles

SB SB SB

SC SC SC

Service Bundle Tender

LTAs for service bundles

SB SC
Forecast

Anticipated LTA utilization:

- Quantity: 8,000 – 10,000 units/year
- Value: $13 – 16 million/year
Tender goal

The overall goal it to establish long-term arrangements with reliable vendors capable of performing service bundles for forecasted quantities of vaccine refrigerators and/or freezers in target countries that meet agreed timeliness and quality standards while improving process efficiencies and cost effectiveness and supporting sustainability.
Tender objectives

- Responsive supplier base
- Quality of services
- Best value for money
- Sustainable development
- Improved efficiencies

Contractors capable providing service bundles via local service providers in target countries (100% response rate to secondary biddings/RFQ for 3 preference models)

At least 95% installations are assessed through PII as ‘acceptable’; 5% as ‘adequate’; 0% as ‘unacceptable’

“no price increase” for service bundles in any of the product categories compared to 2022 baseline

Reduction in administrative burden and improved project implementation timelines

Continuous support to equipment operation / performance and generation of local employments
Request for proposal (RFP)

• **Technical Response Sheet (TRS):** After a proposal has been submitted for the RFP, additional documents or attachments are reduced unless the Terms of Reference specify it for secondary bidding. Details are discussed further.

• **Training proposals for:**
  • Training for mid-level technicians
    • for four or five days at the country level focusing on on-grid and SDD equipment with theory and practice focusing on the type of equipment procured, covering installation, functional testing, commissioning, repair, maintenance, and disposal.
    • In-person 4-5 days on-grid and SDD equipment training for mid-level technicians at the country level, covering installation, functional testing, commissioning, repair, maintenance, and disposal of equipment.
  • Training on RTMDs:
    • The Gavi CCEOP project requires RTMDs at the national, subnational, district, and 25% health facility level. Installation and training (technician, system administrator and general operation) are essential for both integrated and standalone RTMDs. In order to use RTMDs, training proposals are expected.
    • Once proposal submitted, there is no resubmission need for secondary bidding unless there are changes in technology or approaches.
| #  | Topics                                                                 | Current contents                                                                                                                                                                                                                                                                                                                                 | Changes                                                                                     |
|----|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Bidder Qualification, Local Agent (mandatory)                          | A) Conflict of interest, valid agreement, B) CV of key personnel involved in the project, C) Local agent proven experience for 5 years                                                                                                                                                                                                                                    | Not required: to submit: CV of key personnel involved and evidence of proven experience Newly added: Measuring sustainable work: Number of jobs created and duration through Service Bundle |
| 2  | Milestones & Timeline (mandatory)                                      | Detailed schedule showing the timeline and milestones for in-country distribution, installation, training                                                                                                                                                                                                                                                                               | None                                                                                         |
| 3  | In-Country Logistics & Distribution                                    | methods and approach, fleet capacity, warehouse locations, security measures, the local distribution party (subcontractor or freight forwarder), insurance coverage                                                                                                                                                                                                                     | None                                                                                         |
| 4  | Installation (mandatory)                                               | Installation service for CCE, temperature monitoring device and related supplies), installation manuals, pole and / or ground mounting solutions with specification                                                                                                                                                                                                                  | Adjustment: If poles or ground mountings are manufactured at the manufacture site, once submit with the LTA, no need to resubmit. It is necessary to submit solutions with specifications, including the local manufacturer, if locally produced.
<table>
<thead>
<tr>
<th>#</th>
<th>Topics</th>
<th>Current contents</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5a</td>
<td>Training (mandatory)</td>
<td>Training material, content &amp; program for health facility training</td>
<td>After training materials are submitted at LTA establishment for SB, updated training materials must be submitted annually.</td>
</tr>
<tr>
<td>5b</td>
<td>Training (mandatory)</td>
<td>MOH national &amp; sub-national Central training. (One day covering over all the project, deviations, warranty &amp; claim procedures and available support, overview of basic and corrective maintenance. There was a request for budget.</td>
<td>Reduced: Half day covering the project, deviations, warranty &amp; claim procedures and available support. No budget request. Expected to be handled by the LSP</td>
</tr>
<tr>
<td>5c</td>
<td>Training (Optional)</td>
<td>4/5 days ILR or SDD only or both products included in training on installation, functional test, commissioning, repair, and maintenance of Cold Chain Equipment. It is not necessary to resubmit training materials once they have been submitted during SB LTA establishment. An annual update will be submitted.</td>
<td></td>
</tr>
</tbody>
</table>
# Technical Evaluation: Technical Response Sheet (3)

<table>
<thead>
<tr>
<th>#</th>
<th>Topics</th>
<th>Current contents</th>
<th>Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Warranty, After Sales &amp; Performance Monitoring</td>
<td>Immediate repair or swop out of non-functioning equipment. Warranty commencement from the date of installation. Annual reporting process on product failures.</td>
<td>None</td>
</tr>
<tr>
<td>7</td>
<td>Quality Assurance &amp; Risk Management</td>
<td>Risk analysis and management of deviation.</td>
<td>None</td>
</tr>
</tbody>
</table>
Commercial evaluation

Evaluation of offers submitted for training to be conducted in
• Islamabad, Pakistan
• Yaounde, Cameroon
• Kigali, Rwanda
<table>
<thead>
<tr>
<th>Declaration</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Company and Its Management: have not been found guilty pursuant to a final judgment or a final administrative decision of any of the following:</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>a. fraud</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>b. corruption</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>c. conduct related to a criminal organisation</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>d. money laundering or terrorist financing</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>e. terrorist offences or offences linked to terrorist activities</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>f. sexual exploitation and abuse;</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>g. child labour, forced labour, human trafficking;</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>h. irregularity (non-compliance with any legal or regulatory requirement applicable to the Company or Its Management).</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

*Management* means any person having powers of representation, decision-making or control over the Organization. This may include, for example, executive management and all other persons holding decretive managerial authority, anyone on the board of directors, and controlling shareholders.

| 2. The Company and its Management have not been found guilty pursuant to a final judgment or a final administrative decision of grave professional misconduct. | ☐ | ☐ |
| 3. The Company and its Management are not bankrupt, subject to insolvency or winding-up procedures, subject to the administration of assets by a liquidator or a court, in an arrangement with creditors, subject to a legal suspension of business activities, or in any analogous situation arising from a similar procedure provided for under applicable national law. | ☐ | ☐ |
| 4. The Company and its Management have not been the subject of a final judgment or a final administrative decision finding them in breach of their obligations relating to the payment of taxes or social security contributions, | ☐ | ☐ |
| 5. The Company and its Management have not been the subject of a final judgment or a final administrative decision which found they created an entity in a different jurisdiction with the intent to circumvent fiscal, social or any other legal obligations in the jurisdiction of its registered office, central administration, or principal place of business (creating a shell company). | ☐ | ☐ |
| 6. The Company and its Management have not been the subject of a final judgment or a final administrative decision which found the Company was created with the intent referred to in point (5) (being a shell company). | ☐ | ☐ |
Other issues

• Evaluation of commercial offers / price increases
• Training versus project orientation
• Service contract / project timelines
• Reporting (Annex G)
Questions
Gavi Updates for UNICEF SD Industry Consultation
CCEOP procurement progress to date

Source: UNICEF SD, 31 March 2023
Countries eligible for CCEOP support in 5.0 (2021-2025) – Application Pipeline

*Note: Implementation (procurement) period for 5.0 is expected to be 2023-2027*

<table>
<thead>
<tr>
<th>Approved (10)</th>
<th>Pending CCEOP applications approvals (41)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPRK</td>
<td>Niger</td>
</tr>
<tr>
<td>Kyrgyzstan</td>
<td>Senegal</td>
</tr>
<tr>
<td>Syria</td>
<td>Somalia</td>
</tr>
<tr>
<td>South Sudan</td>
<td>Yemen</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Zimbabwe</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>Guinea</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>Guinea Bissau</td>
</tr>
<tr>
<td>Madagascar</td>
<td>Haiti***</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Liberia</td>
</tr>
<tr>
<td>Uganda</td>
<td>Kenya</td>
</tr>
<tr>
<td>Burundi ⚫</td>
<td>Lao PDR</td>
</tr>
<tr>
<td>Cameroun</td>
<td>Lesotho</td>
</tr>
<tr>
<td></td>
<td>Malawi**</td>
</tr>
<tr>
<td></td>
<td>Myanmar***</td>
</tr>
<tr>
<td></td>
<td>Bangladesh</td>
</tr>
<tr>
<td></td>
<td>Chad</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
</tr>
<tr>
<td></td>
<td>Congo DRC</td>
</tr>
<tr>
<td></td>
<td>Djibouti</td>
</tr>
<tr>
<td></td>
<td>Gambia</td>
</tr>
<tr>
<td></td>
<td>Bangladesh</td>
</tr>
<tr>
<td></td>
<td>Chad</td>
</tr>
<tr>
<td></td>
<td>Congo</td>
</tr>
<tr>
<td></td>
<td>Congo DRC</td>
</tr>
<tr>
<td></td>
<td>Djibouti</td>
</tr>
<tr>
<td></td>
<td>Gambia</td>
</tr>
</tbody>
</table>

* IRC review resulted in resubmission
** Declined to apply for CCEOP grant
*** Applications likely delayed due to security context

Submitted to Gavi for review  Currently applying for a 2023 submission
ILR/SDD 5.0 needs forecast for 51 CCEOP countries

- Significant ILR/SDD needs remain in the 51 CCEOP eligible countries.
- The following assumptions were held for the calculations:
  - The working life of each CCE is estimated at 10 years.
  - Future vaccine introductions by countries are included.
- Gavi funding not expected to cover full needs

<table>
<thead>
<tr>
<th>Level</th>
<th>ILR</th>
<th>SDD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subnational</td>
<td>~4k</td>
<td>~7k</td>
<td>~11k</td>
</tr>
<tr>
<td>District</td>
<td>~10k</td>
<td>~6k</td>
<td>~17k</td>
</tr>
<tr>
<td>HF</td>
<td>~25k</td>
<td>~50k</td>
<td>~75k</td>
</tr>
<tr>
<td>Total</td>
<td>~40k</td>
<td>~63k</td>
<td>~102k</td>
</tr>
</tbody>
</table>
CCEOP ILR/SDD demand forecast 2023-2027

**Demand forecast based on a $150M funding envelope + country joint investment**

- Demand largely driven by country funding ceilings (e.g., ceilings cannot meet all needs in all countries), informed by 15 applications to date
- Procurements likely at lower end of total forecast range given country preferences shifting toward larger capacity fridges
- Bulk of procurement expected in 2024-2025, but some volumes above may shift into 2025-2026 if country applications delayed
- Per the Gavi policy, ~34% of the ILR/SDD units procured are expected to come with bundled/integrated RTMDs (note: some countries are
- Based on utilizing full funding envelopes but procuring other CCE within the envelope too

<table>
<thead>
<tr>
<th>Year</th>
<th>ILR</th>
<th>SDD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023*</td>
<td>2k - 4k</td>
<td>4k -6k</td>
<td>6k -10k</td>
</tr>
<tr>
<td>2024</td>
<td>4k - 8k</td>
<td>6k - 10k</td>
<td>10k - 18k</td>
</tr>
<tr>
<td>2025</td>
<td>3k - 5k</td>
<td>4k - 5k</td>
<td>7k - 10k</td>
</tr>
<tr>
<td>2026</td>
<td>0.1k - 2k</td>
<td>3k - 5k</td>
<td>3k - 10k</td>
</tr>
<tr>
<td>2027</td>
<td>0</td>
<td>2k - 3k</td>
<td>2k - 2k</td>
</tr>
<tr>
<td>Total</td>
<td>9.0k - 19k</td>
<td>20k - 30k</td>
<td>28k - 45k</td>
</tr>
</tbody>
</table>

Additional ILR/SDD procurements expected to be procured in 2023-2027 via Gavi HSS grants and other donors.
ILR/SDD demand forecast by volume band 2023-2025 (based on 15 applications received to date)

**Proportion of Volume Bands**

<table>
<thead>
<tr>
<th>Year</th>
<th>- &lt;60L</th>
<th>≥60 – &lt;120L</th>
<th>120L&lt;</th>
<th>- &lt;60L</th>
<th>≥60 – &lt;120L</th>
<th>120L&lt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ILR</td>
<td>SDD</td>
<td></td>
<td>ILR</td>
<td>SDD</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>5%</td>
<td>41%</td>
<td>53%</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>0%</td>
<td>27%</td>
<td>73%</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>4%</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Proportion of Types of CCE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Refrigerator</th>
<th>Freezer</th>
<th>Refrigerator+Freezer</th>
<th>Refrigerator</th>
<th>Freezer</th>
<th>Refrigerator+Freezer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ILR</td>
<td>SDD</td>
<td></td>
<td>ILR</td>
<td>SDD</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>45%</td>
<td>27%</td>
<td>42%</td>
<td>45%</td>
<td>27%</td>
<td>42%</td>
</tr>
<tr>
<td>2024</td>
<td>53%</td>
<td>61%</td>
<td>32%</td>
<td>53%</td>
<td>61%</td>
<td>32%</td>
</tr>
<tr>
<td>2025</td>
<td>83%</td>
<td>58%</td>
<td>14%</td>
<td>83%</td>
<td>58%</td>
<td>14%</td>
</tr>
</tbody>
</table>

2023 estimate only represents the 5.0 new applications (exclude 4.0 procurements)
# Additional CCEOP updates

## 3-pref approach to date
- Applications received under approach but procurements not yet placed (tendering begun for first few countries)

## RTMD policy
- Applications coming in reflect compliance with approach
- Encourage suppliers to prequalify via PQS all integrated / bundled products if not already done so
- Some countries showing preference to pick own RTMD brand rather than go with the integrated / bundled options, particularly if RTMD is not PQSed

## EMS – CCEOP approach
- Proposal for CCEOP requirements for EMS (for Gavi 6.0 period) is still being developed; proposal is undergoing review by Gavi leadership
- Target is to communicate the approach by September 2023

## Budget template updates
- CCEOP budget template is updated 3-4x per year
- Equipment listings and prices must be verified by UNICEF before we can update the template

## New Device Selection Tool
- New tool being developed to allow countries to better compare between products, including innovative features and tradeoffs

## Technology Guide
- Technology Guide is updated annually
- 2023 update ongoing – please keep a lookout for emails from Casi/Gavi on your product listings

## Carbon Footprint of CCE
- Alliance increasingly interested in understanding the carbon footprint of CCE. Suppliers are invited to share information they have on their devices with Gavi
- In the future, some measure of carbon footprint to be considered for inclusion in Technology Guide
For information: Launch of new market shaping roadmap development for performance monitoring devices

- Alliance MS partners have begun developing a MS roadmap for performance monitoring devices (PMDs), that includes 30-DTRs, RTMDs and EMS product categories
- Roadmaps offer a short to long term view of how a product market should evolve and identify mechanisms to influence the supply and demand environment and achieve set targets.
- Given interdependencies anticipated between these three product markets and similarities between products, one roadmap will be developed that looks across the 3 product categories
- Industry consultation on the roadmap to be planned for late Q3 2023 (prior to publication)
- Roadmap to be finalized and public summary published before end Q4 2023
Market shaping Roadmaps set targets & ensure coordination of stakeholders and interventions

Roadmaps offer a short to long term view of how a product market should evolve and identify mechanisms to influence the supply and demand environment and achieve set targets.

1. **Market Analysis**
   - Healthy Markets Framework
   - New MS 5.0 Strategy
     - Strategic goal
       - Ensure healthy markets
     - Focus areas
       - Sustainable and competitive future supplier base
       - Healthy Demand
       - Prioritized and transformational innovation
   - Prioritisation of objectives

2. **Definition of Target Outcomes**
   - Objective 1
     - Target outcome TO1
   - Objective 2
     - Target outcome TO3
   - ..... Interventions
     - By Target Outcome 1,2,3, etc:
       - Priority level
       - Accountable, Responsive, Supporting Stakeholders
       - Start/End dates & Status

3. **Development of a stakeholder Action Plan**
   - Roadmaps are developed through a ~6 month consultative process (e.g., workshops, 2-3 rounds of paper drafting/feedback) with core MS partners, as well as inputs on selected areas from additional partners
   - Takes into account critical analyses on supply, demand, price, innovation
   - Includes development of strategic goals, target outcomes and coordinated stakeholder action plan including mechanisms that can influence achieving target outcomes. A roadmap often is a pre-cursor to a new tender launch

Note: Roadmap documents exist in up to three versions: Restricted and Highly Restricted 'full' versions (highly confidential) and a 'Public Summary' version available via Gavi website.
IMPT: An Overview

Data collected by model:
- Temperature data

IMPT aggregates CCE data across manufacturers

IMPT generates analytics for each country

Countries use the analytics to inform decision making

Questions IMPT can help answer:
- How are different CCE makes and models performing in the field?
- Does equipment meet performance and lifetime specifications listed in the PQS and CCEOP?
- Do I need to start thinking about upgrading aging CCE?
- What models should I consider if I need to expand my CCE for COVID?

IMPT is a tool that will:
- Assess the performance of ILR/SDD equipment
- Differentiate equipment flaws from other CCE management issues
- Hold manufacturers accountable for warranties and performance claims
- Inform smart investments in the best CCE
- Inform improvements needed to product specifications or product innovation

IMPT is not:
- A day-to-day operational tool
- An eLMIS
- An RTM dashboard
IMPT tool available for deployment

Country & supplier engagement ongoing

**General status:**

- IMPT has been developed and ready to roll out in 7-8 priority countries.
  - 4 countries on board to participate with the tool deployed in Haiti, data integrated in Togo, Mozambique awaiting deployment for data to start being generated, and ongoing integration preparations with Senegal.
  - 8 manufacturers on board to participate with NDAs in place
  - Additional manufacturers to be engaged in the future on data integration
  - Gavi’s industry communication and the WHO PQS recently published EMS standards now provide a clear position on the Alliance’s position on data ownership and access
  - Gavi is currently working on transitioning of IMPT to Gavi; new vendor expected to start in Q3 2023
  - Gavi to further assess IMPT at end-2023