

STRATEGIC PROCUREMENT PLANNING REPORT (Update from HEAL2)

**Philippines: Second Health System Enhancement to Address
and Limit COVID-19 (Additional Financing)**

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I. SUMMARY OF PROCUREMENT STRATEGY

1. Under the project investment component (PIC) of the Asia Pacific Vaccine Access Facility (APVAX), the Additional Financing for Second Health System Enhancement to Address and Limit COVID-19 under the Asia Pacific Vaccine Access Facility (HEAL2-AF) will provide the Government of the Philippines with timely financing for safe and effective vaccines. A proposed Asian Development Bank (ADB) loan (\$250 million) will be co-financed by the Asian Infrastructure Investment Bank (\$250 million) to bring in the total value of the project to circa \$500 million.

2. Procurement under HEAL2-AF is restricted to the purchase of vaccines and associated costs such as ancillaries and logistics costs. Vaccines will be required to meet ADB's vaccine eligibility criteria, and procurement will be undertaken in accordance with ADB's Procurement Policy and the Procurement Regulations for ADB Borrowers.¹

3. This project, which forms part of the Philippine National Deployment and Vaccination Plan for COVID-19 Vaccines, will continue to be implemented through a whole-of-government approach. The Department of Health (DOH) will be assisted by Inter-Agency Task Force (IATF) in the selection, financing, and procurement of COVID-19 vaccines. IATF is composed of high-level officials from relevant departments of the government and is chaired by DOH. DOH currently has a capacity constraint in procurement, due to unprecedented demand placed by the response to the coronavirus disease (COVID-19) pandemic. DOH will thus be supported by the IATF, engaged procurement consultants, and ADB.

4. The government procurement strategy is to procure vaccines through two different avenues to maximize the possibility of receiving vaccines in an efficient manner: (i) procurement of eligible vaccines through bilaterally negotiated contracts with multiple vaccine manufacturers, and (ii) procurement of eligible vaccines through the COVID-19 Vaccines Global Access (COVAX) facility Advance Market Commitment cost-share mechanism, if offered. The government's strategy for the procurement of the ancillaries is through two different avenues and will depend on the type of vaccine that is procured. If the government procure the Pfizer and Moderna vaccine, the procurement of ancillaries is required since these require a special type of syringe. The government's first preference is to bundle the ancillaries with the supplier contract. Given previous contract discussions with both manufactures, it is not confirmed that they will agree to this inclusion. If the inclusion in the supplier contract is not possible, the government will procure the ancillaries through Request for Quotation. Under HEAL2, the original loan, DOH already procured such goods and as such are familiar with the process. Furthermore, DOH have a list of solid suppliers accredited by the Philippines Food and Drug Administration that can provide the ancillaries and the respective volumes.

5. The Global Alliance for Vaccines and Immunization (GAVI) coordinates the activities of the COVAX mechanism. United Nations Children's Fund (UNICEF) is the procurement coordinator for COVAX. Procurement of vaccines under the COVAX cost-share mechanism will require the government to enter into a confirmation agreement with Gavi and a supply agreement with UNICEF. This agreement will include the procurement of vaccines and may also include ancillary items (e.g. syringes and safety boxes), as well as related services, including transportation of the vaccines from the vaccine origin to a designated entry point stated by the government.

6. For bilateral deals, the government intends to enter into direct negotiations with vaccine manufacturers, similar to the manner in which it has engaged with a number of vaccine

¹ ADB. [ADB Procurement Policy](#); and ADB. [Procurement Regulations for ADB Borrowers](#).

manufacturers under HEAL2-financed contracts. All vaccine agreements shall be subject to prior review by ADB to confirm that the terms are acceptable and in accordance with the APVAX policy.

7. Procurement of vaccines through COVAX is determined to be medium risk, given the structure of the facility and the role of UNICEF. UNICEF not only has vast experience in vaccine procurement, but specifically COVID-19 vaccine procurement, and will enter into the legal agreements with manufacturers. COVAX is currently one of the few realistic methods to access vaccine quantities given the current nature of the COVID-19 market. Vaccine procurement through bilateral deals is determined to be medium risk as well, given the experience attained by the government in negotiating supply contracts for large volume of vaccines under HEAL2. Although DOH has constrained capacity, the government has obtained solid experience through HEAL2 in undertaking procurement of vaccines, and as such the overall project risk is determined as medium.

8. Value for money in procurement will be achieved through (i) selecting candidate vaccine types that are best suited to the logistics supply chain and distribution mechanisms; (ii) identifying vaccines that will efficiently meet the project disbursement conditions; (iii) engaging with COVAX and manufacturers that have advantageous vaccine availability and delivery timelines; and (iv) entering into agreements on terms and conditions that are reasonable, noting the constrained market for vaccines globally.

II. SPP DUE DILIGENCE

A. Operating Environment

9. DOH has a fully functional Procurement Service (PS). PS has capacity to handle annual procurement programs for goods and services in accordance with Republic Act No. 9184 (Philippine Procurement Law). However, the surge in transactions brought about by the COVID-19 pandemic has put a significant strain on its capacity causing it to seek help from procurement agents, such as the Procurement Service of the Department of Budget and Management and the Philippine International Trading Corp. Compounding these constraints, many DOH staffing positions, including those in the PS, remain unfilled with existing staff resources fully stretched by DOH's frontline role in the COVID-19 response.

10. For the implementation of Health System Enhancement to Address and Limit COVID-19 (HEAL),² DOH engaged the services of United Nations Office for Project Services (UNOPS) as procurement agent. It is also being assisted by a Technical Support Unit comprising of procurement specialists, engaged as individual consultants either thru HEAL or ADB technical assistance. Prior to HEAL, in October 2020, DOH had not implemented any ADB-financed project in over a decade; hence, engagement of UNOPS as procurement agent and provision of procurement consultants were a core part of the procurement strategy to directly address the strained capacity of DOH, as well as lack of familiarity with ADB's procurement rules and regulations.

11. DOH is currently undertaking procurement under HEAL, with some goods, e.g. ventilators, x-ray machines, and patient transport vehicles already delivered and other agreements (including the contract with UNOPS) still under implementation. To date, all procurement has been acceptable to ADB.

² ADB. [Philippines: Health System Enhancement to Address and Limit COVID-19](#).

12. Under the Philippine Government's whole-of-government approach, DOH will continue to be supported in the procurement of vaccines by the IATF, composed of cabinet-level officials from relevant departments. Under the IATF, two Task Groups play a significant role in procurement of vaccines. These are:

- (i) Task Group Scientific Evaluation and Selection, which develop criteria and provide recommendations of the evaluation and selection of COVID-19 vaccines that will be considered for procurement; and
- (ii) Task Group Procurement and Finance, who facilitates procurement through various mechanisms allowed under existing laws, rules and regulations through bilateral, multilateral and other financial modalities (e.g., COVAX Facility and etc.) including price negotiation.

13. The plan for HEAL2-AF remains the same. Philippine Government will enter into contracts with various vaccine manufacturers and procure additional volumes from COVAX. DOH as the executing and implementing agency will sign the supply agreements together with the COVID-19 Vaccine Cluster Head under the IATF.

14. Even with IATF support, DOH capacity in procurement and management of COVID-19 vaccines contracts is severely limited. To mitigate this risk, the HEAL Technical Support Unit expanded under HEAL2 will be maintained to support DOH's project management team in all stages of the HEAL2-AF implementation. In addition, ADB will continue to support by providing market intelligence, assisting the government in preparing for negotiations with vaccine manufacturers by providing comments to proposed contracts, and as part of its normal procurement prior review responsibilities for vaccine contracts, identifying legal risks, providing support with price validation; and informing government of any adjustments necessary to the contract for it to be deemed acceptable to ADB.

15. As seen under HEAL2 domestic cold chain capacities of DOH and its partners are limited and need to be augmented. DOH intends to negotiate with vaccine suppliers that services of third-party logistics providers to handle all domestic customs brokerage, warehousing / cold storage, local transport (reefer/refrigerated van) and return logistics be included in the supply contract.

B. Market Analysis

16. Apart for accessing vaccines through COVAX, the options available to the government to source vaccines from the international market include:

- (i) Engaging UNICEF to support procurement of vaccines outside COVAX; and,
- (ii) Entering into direct bilateral deals with vaccine manufacturers.

17. Prior to becoming eligible expenditures under the project, vaccines will be required to meet ADB's vaccine eligibility criteria.³

18. While the government is prioritizing vaccines that have lower temperature sensitivity (i.e., +2 to +8°C), it remains open to purchasing more limited quantities of vaccines requiring ultra-cold chain transport facilities, to be deployed on in certain areas of the country that can effectively manage these sensitive goods.

³ ADB. 2020. [ADB's Support to Enhance COVID-19 Vaccine Access](#). Manila

Accessing additional vaccines through COVAX

19. The COVAX facility is an initiative formed by the World Health Organization, the Coalition for Epidemic Preparedness Innovations, and GAVI. It encourages global participation to pool demand and resources for vaccine procurement. The Philippines can access free doses, sufficient to vaccinate up to 20% of its population through the COVAX Advanced Market Commitment. It may additionally self-finance to receive additional doses over and above those that it will receive for free.

20. COVAX expects to have access to a broad portfolio of vaccines at competitive prices with expected availability from fourth quarter of 2021 through 2022. Through its procurement coordinator UNICEF, it continues to finalize agreements with vaccine manufacturers. Procurement under COVAX also provides relative cost certainty, standardized contracting formats and access to a no-fault compensation mechanism for severe adverse events. ADB strongly supports countries that wish to utilize additional funding to access vaccines through COVAX. Direct engagement of UNICEF under the COVAX facility is determined as providing value for money in procurement.

21. As of 1 October 2021, the Philippines received an aggregate of 16,067,680 fully subsidized COVID-19 vaccines (mix of AstraZeneca, Janssen J&J, Pfizer and Moderna) from COVAX. The government is also expecting deliveries of 6,775,530 fully subsidized vaccines (Pfizer and AstraZeneca) from COVAX during October 2021. The Philippines has not yet engaged with COVAX to procure additional vaccines through the COVAX cost-share mechanism.

Engaging UNICEF to support procurement outside of COVAX

22. Engaging UNICEF to support vaccine procurement and the procurement of micro syringes is one method of mitigating the capacity constraints of DOH. They are experienced in vaccine procurement and have established relationships with manufacturers and suppliers of related goods and services.

23. UNICEF is well positioned to manage the complexities of vaccine procurement. They are currently establishing long term agreement with the vaccine manufacturers. UNICEF is considered a partner organization to ADB, and the bank enjoys a long-standing relationship with UNICEF across multiple countries in Asia. ADB has approved the use of UNICEF's Supply Manual and associated procurement rules in the implementation of ADB funded projects.

24. The government considers this option to not be optimal given that (i) it is already utilizing the services of UNICEF to procure through COVAX, and (ii) it is unclear if utilizing UNICEF outside of COVAX would have any additional benefits. In addition, considering that the vast majority of vaccine contracts being entered into globally are via direct contracting, it is not believed that (i) the additional costs involved in engaging UNICEF (in a role similar to that of a procurement agent) to undertake bilateral deals would provide value for money, and (ii) that UNICEF has the capacity to prioritize the needs of the government, given their global responsibilities under COVAX.

Bilateral deals

25. Bilateral deals involve direct negotiations with individual vaccine developers and/or manufacturers. The approach has helped accelerate the country's access to vaccines depending on the status of vaccine approval; the existing orders the manufacture has and their available manufacturing capacity. In the current continuing constrained market, vaccine manufacturers

dictate agreement terms leading to one-sided contracts. So far, this option had been the main source of the government in accessing the vaccines.

26. The Philippine government is continually pursuing bilateral deals with its existing vaccine suppliers, mainly, Sinovac, Pfizer Biotech, Moderna, Astrazeneca, and Jansenn J&J, that will provide continued and accelerated access to vaccine doses. Other bilateral sources are donations from countries, i.e. Japan, the People’s Republic of China, Brunei Darussalam and Qatar.

27. The government expects to start negotiations for third doses or boosters by fourth quarter 2021, and sign bilateral agreements and provide advance payments to vaccine developers before end of 2021. Expected earliest possible shipment of vaccines will be Q2 2022.

Table 1: Philippine vaccine options
(as of 1 October 2021)

Vaccine Manufacturer	Vaccine Platform	No. of Doses	Storage Temp (°C)
AstraZeneca/ Oxford University	Viral Vector	2 doses	+2 to +8
Janssen (Johnson and Johnson)	Viral Vector	1 dose	+2 to +8
Pfizer/BioNTech	mRNA	2 doses	-70 to -80
Moderna/US NIH	mRNA	2 doses	-20°C
Sinovac (Coronavac)	Inactivated Virus	2 doses	+2 to +8

Sources: Department of Health, Bloomberg Vaccine Tracker, and various media reports.

C. Risk Management

28. A Risk Assessment was conducted to identify and assess the main areas of risk associated with the procurement and delivery of vaccines for the Philippines. The risk register in Appendix B identifies the following risks including the mitigation measures to address those key risks and the level of residual risk:

- (i) Severely constrained vaccine supply market exacerbated by large advance orders placed by high income countries.
- (ii) Substantially imbalanced contracts that place large risks on the client.
- (iii) Limited visibility on approvals of candidate vaccines and availability of supply.
- (iv) Inadequate cold chain facility to ensure quality of COVID-19 vaccines.

29. Noting the capacity of DOH, their previous experience with the procurement of COVID-19 vaccine, as well as the reliance of the government on bilateral deals, the procurement risk under this project is rated as medium.

D. Option Analysis

30. The following options have been considered:

Option Analysis

Ref	Description	Modality	F	S	A	Total	Narrative
1	Procurement of additional doses through COVAX	Direct Contracting	10	8	8	26	<ul style="list-style-type: none"> + Terms and conditions under COVAX are equitable. Contract template already agreed with ADB, including standard anti-corruption and integrity clause. + UNICEF supports procurement and supply + Visibility on when vaccines will be available. + Access to no-fault compensation mechanism. - Supply will be constrained as COVAX will distribute in balanced manner.
2	Procurement directly with manufacturers through bilateral deals	Direct Contracting	10	9	8	27	<ul style="list-style-type: none"> + IATF and DOH directly in control of procurement process. + DOH and DOF experience with contract negotiations under HEAL-2 + Vaccine volumes may be available more quickly. + All costs go towards vaccines (no procurement fees) + Ability of IATF and DOH to target emerging vaccines of interest. + IATF and DOH experience in the negotiations with various COVID-19 vaccines suppliers / manufacturers + Contract template with previous suppliers / manufacturers for COVID-19 vaccines were agreed to and approved by DOH and ADB - Contracts may be substantially imbalanced and do not contain ADB/AIIB's standard anti-corruption and integrity clause - Vaccines prices may exceed those available in other options. - Availability may be delayed, due to large order book of manufacturers.
3	Engage UNICEF outside of COVAX to support procurement	Direct Contracting	9	7	5	21	<ul style="list-style-type: none"> + UNICEF has large experience in vaccine procurement + UNICEF may negotiate better terms due to economies of scale. + Use of UNICEF would reduce pressure on DOH procurement team - Limited benefit of this approach compared with COVAX - Additional UNICEF procurement fees will apply - UNICEF capacity to prioritize PHI needs unknown due to large workload with COVAX. - Risks related to availability and pricing/terms remain

F = Feasibility; S = Suitability; A = Acceptability

ADB = Asian Development Bank, AIIB = Asian Infrastructure Investment Bank, AMC = Advanced Market Commitment, COVAX = COVID-19 Vaccines Global Access, COVID-19 = coronavirus disease, DOH = Department of Health, IATF = Inter-Agency Task Force, UNICEF = United Nations Children's Fund.

Source: Asian Development Bank.

31. Noting the above available options, the government has confirmed its intention to (i) continue the procurement of COVID-19 vaccines directly with manufacturers, and (ii) procure additional vaccines from COVAX.

III. PROCUREMENT STRATEGY

32. The recommended procurement strategy is to adopt a dual approach:
- (i) Procurement of additional volumes through the bilateral agreement with vaccine manufacturers that meet ADB's vaccine eligibility criteria. World Health Organization maintains a register of vaccines it is considering for issuance of Emergency Use License.
 - (ii) Consider the procurement of additional volumes through the COVAX facility. This will require a discussion with COVAX regarding the additional volumes that can be requested and the expected delivery dates for those volumes to determine acceptability to the government. Once confirmed, COVAX will direct the government to engage with UNICEF to formalize the supply agreement for the delivery of the additional vaccine doses.
33. Where necessary, under either of the above options, the government shall enter into additional agreements for logistics and related services.
34. ADB's agreement to finance vaccine and related contracts will be subject to confirmation that the goods and related services and eligible expenditures.
35. All procurement shall be subject to prior review.
36. The use of bespoke contracts provided by vaccine manufacturers shall be subject to ADB approval. ADB shall be provided with the complete contents of all vaccine contracts, for review, prior to confirming that they are acceptable to ADB. As a minimum, contracts will be required to include ADB's standard anticorruption and audit terms and where co-financed with AIIB, include the ability of AIIB to also audit the contracts.
37. The Procurement Regulations for ADB Borrowers (para. 2.18) requires that, after a contract is signed, the borrower publishes certain contract award information.⁴ Similarly, ADB publishes contract award information on its website (www.adb.org).⁵ If the event that the terms of any proposed contract precludes the ability of the government to publish information related to the contract award, it shall immediately inform ADB. Such a condition may prevent ADB from financing the contract. ADB has discussed this matter with the government, who are aware of ADB's requirements.
38. The above procurement strategy achieves value for money for the government through (i) selecting candidate vaccine types that are best suited to the logistics supply chain and distribution mechanisms; (ii) identifying vaccines that will efficiently meet the project disbursement conditions; (iii) engaging with COVAX and vaccine manufacturers that have advantageous vaccine

⁴ Para. 2.18: "After the contract is signed, the borrower shall publish in an English language newspaper or in English on a publicly and freely accessible website the name of the provider of the goods, works, or services, and the price, duration, and summary scope of the contract. This publication may be done quarterly and in the format of a summarized table covering the previous period."

⁵ ADB publishes contract award information for all goods and civil works contracts with a value greater than \$1,000,000.

availability and delivery timelines, and (iii) entering into agreements on terms and conditions that are reasonable, noting the currently constrained market for vaccines globally.

39. The proposed procurement approach is to bundle the ancillaries and end-to-end logistics (i.e. from the source of the manufacturer to the vaccination centers) with the vaccines supply contract agreement. If this is not possible, DOH will separately procure the domestic logistics (warehousing and delivery of vaccines) and ancillaries. Services for domestic logistics will include (i) warehouses with appropriate air condition to meet the required overall temperature of the specific vaccines; (ii) air conditioned / reefer / refrigerated trucks/ movable cold chain storage systems, with real-time temperature recording; and (iii) competent and experience personnel in place.

Appendix A: Procurement Plan

Basic Data		
Project Name: Additional Financing for Second Health system Enhancement to address and Limit COVID-19 under the Asia Pacific Vaccine Access Facility (HEAL-2 AF)		
Project Number: 54171-004	Approval Number:	
Country: Philippines	Executing Agency: Department of Health	
Procurement Risk: Medium	Implementing Agency: Department of Health	
Project Financing Amount: \$549.37 million ADB Financing: \$250 million Co-financing (ADB Administered): \$250 million (AIIB) Non-ADB Financing: \$49.37 million	Project Closing Date: 31 December 2024	
Date of First Procurement Plan: 08 October 2021	Date of this Procurement Plan: 8 October 2021	
Procurement Plan Duration: 18 months	Advance contracting: Yes	eGP: No

A. Methods, Review and Procurement Plan

Except as the Asian Development Bank (ADB) may otherwise agree, the following methods shall apply to procurement of goods, works, non-consulting services, and consulting services.

Procurement of Goods, Works and Nonconsulting Services	
Method	Comments
Direct Contracting (DC)	All vaccine contracts will be subject to direct contracting; Procurement of microsyringes (0.3ml) thru UNICEF
Request for Quotations (RFQ)	Procurement of ancillaries such as mixing syringes and diluents

B. List of Active Procurement Packages (Contracts)

The following table lists goods, works, non-consulting, and consulting services contracts for which the procurement activity is either ongoing or expected to commence within the procurement plan's duration.

Goods, Works, and Non-consulting Services							
Package Number	General Description	Estimated Value (\$m)	Procurement Method	Review	Bidding Procedure	Advertisement Date	Comments
G01	Procurement of COVID-19 Vaccines (including logistics) through bilateral deals	363	DC	Prior Review	N/A	N/A	No. of Contracts: 1 Domestic Preference: No Advance Contracting: Yes High Risk Contract: Yes COVID-19 Response: Yes
G02	Procurement of COVID-19 through COVAX	90	DC	Prior Review	N/A	N/A	No. of Contracts: 1 Domestic Preference: No Advance Contracting: Yes High Risk Contract: Yes COVID-19 Response: Yes Other: Agreement with

							UNICEF
G03	Procurement of microsyringes	3.8	DC	Prior Review	N/A	N/A	Agreement with UNICEF
G04	Procurement of mixing syringes	0.7	RFQ	Post Review	N/A	TBD	
G05	Procurement of diluent	2.5	RFQ	Post Review	N/A	TBD	
G06	Domestic vaccine logistics firm	40	RFQ	Prior Review	N/A	TBD	

COVAX = COVID-19 Vaccines Global Access, COVID-19 = coronavirus disease, DC = direct contracting, NA= not applicable, UNICEF = United Nations International Children's Emergency Fund

Note: G03, G04, and G05 are foreseen to be bundled with Pfizer or Moderna vaccines during contract negotiations. However, G03, G04, and G05 may have to be procured separately if Pfizer or Moderna refuses to include the items in the supply contract.

C. Non-ADB Financing

The following table lists goods, works, non-consulting, and consulting services contracts over the life of the project, financed by non-ADB sources.

Goods, Works and Non-consulting Services				
General Description	Est. Value (cumulative, \$)	Est. Number of Contracts	Procurement Method	Comments
Vaccine deployment operations	27.59	Multiple	Procedure allowed under RA 9184	
Health promotion and communications	14.00	Multiple	Procedure allowed under RA 9184	
Safety surveillance, assessment, and M&E	12.10	Multiple	Procedure allowed under RA 9184	

Appendix B: Risk Register

Risk Ref.	Risk Description	Risk Impact	Likelihood ("L")(1-5)	Impact ("I")(1-5)	Score (L x I)	Risk Treatment	Proposed Mitigation	Residual Risk	Risk Owner
1	Severely constrained vaccine supply market	Inability of government to receive vaccine in a timely manner	5	4	Extreme (20)	Reduce	<ul style="list-style-type: none"> - Utilize COVAX which has confirmed supply deals for proportion of needs - Identify multiple avenues for procurement to spread risk. 	High	DOH
2	Substantially imbalanced contracts that place large risks on the client.	Potential for either failure of negotiation or increased costs/liabilities during contract implementation	4	5	Extreme (20)	Reduce	<ul style="list-style-type: none"> - Utilize COVAX for proportion of needs - Enter into contracts with firms where DOH were able to negotiate more balanced terms under the HEAL-2. - Enter into negotiations with multiple firms and prioritize deals with more balanced terms, where possible.- Negotiate key terms to redress balance, where possible 	High	DOH
3	Limited availability of supply.	Some deals entered into may not proceed	4	4	High (16)	Reduce	<ul style="list-style-type: none"> - Utilize COVAX, where possible, as it has an extensive portfolio of vaccines and solid experience - Spread risk across multiple contracts with difference firms 	Medium	DOH
4	Vaccines don't meet ADB eligibility criteria	ADB cannot finance vaccines purchase	3	4	High (12)	Reduce	<ul style="list-style-type: none"> - Procure only vaccines that have fully met the vaccine eligibility criteria and other requirements under the Asia Pacific Vaccine Access Facility 	Medium	DOF & DOH
3	Vaccine manufacturers with global contract templates that cannot accommodate ADB's or AIIB's anti-corruption and integrity (ACI) clause.	ADB cannot finance vaccines purchase	3	4	High (12)	Reduce	<ul style="list-style-type: none"> - Early discussion with vaccine manufacturers, either thru Philippine Government or separately, to explain ADB's/AIIB's ACI clause. - Provide support to Philippine government's negotiating team so that ACI clause could be advocated early on during negotiations. 	High	DOF * DOH
5	Limited knowledge of DOH in procurement and management of vaccines contracts	Potential for either failure of procurement and/or contract management	4	4	High (16)	Reduce	<ul style="list-style-type: none"> - Continue the arrangement under HEAL-2 where DOH is supported by DOF and IATF in the procurement of vaccines - TSU to continue to support DOH's project management team - IATF and task force, HEAL-1 procurement consultant and ADB to support DOH. 	Medium	DOF
6	Inadequate cold chain facility to	Indirect risks of delays in	3	4	High (12)	Reduce	<ul style="list-style-type: none"> - To the extent possible, prioritize selection of less sensitive vaccines 	Medium	DOF

Risk Ref.	Risk Description	Risk Impact	Likelihood ("L")(1-5)	Impact ("I")(1-5)	Score (L x I)	Risk Treatment	Proposed Mitigation	Residual Risk	Risk Owner
	ensure quality of COVID-19 vaccines,	administration of vaccines, and potential wastage of vaccines					<ul style="list-style-type: none"> - Engage domestic logistics providers with expertise, and sufficient cold chain facility. - Ensure robust distribution plan in place 		

ADB = Asian Development Bank, COVAX = COVID-19 Vaccines Global Access, DOF = Department of Finance, DOH = Department of Health, IATF = Inter-Agency Task Force; HEAL-1 = Health System Enhancement to Address and Limit COVID-19 under the Asia Pacific Vaccine Access Facility.

Source: ADB.