

# Memo

## COVID 19 Immunisation Register – Emergency Exemption

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**Date:** 18 December 2020

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**To:** Sue Gordon, Deputy Chief Executive, COVID Response  
Deborah Woodley, Deputy Director General - Population Health & Prevention  
Shayne Hunter, Deputy Director General - Data & Digital  
Fergus Welsh, Chief Financial Officer, Corporate Services

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**Copy to:** Grant Pollard, Group Manager Child and Community Health  
Sue Gordon, Sue Gordon, Deputy Chief Executive – COVID-19 Health System Response  
Stephanie Chapman, Acting Group Manager National Screening Unit  
Clayton Cleary, Manager Procurement and Contract Management

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**From:** Michael Dreyer, Group Manager National Digital Services

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**For your:** Approval

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### Purpose of report

1. This memo seeks your approval for an emergency procurement exemption under Rule 14.9a Emergency<sup>1</sup> of the Government Procurement Rules to support the creation of the COVID19 Immunisations Register on the current National Contact Tracing Solution (NCTS).
2. This memo provides the following information in support this decision:
  - a. The background and context for the current situation
  - b. The COVID19 core technology approach
  - c. The available technology options
  - d. The recommended technology option
  - e. The procurement and form of engagement

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<sup>1</sup> The MBIE quick guide to emergency procurement permits emergency procurements for critical health or environment emergencies: such as a pandemic of food safety incident.

3. This memo does not seek approval in relation to the strategic outcomes linked to the replacement of the legacy National Immunisations Register (NIR) and the realisation of the planned National Immunisation Solution (NIS).

## Background and context

4. The Ministry must ensure it is able to respond to any urgent requirement to deliver a solution that will support the administration of a COVID-19 vaccine. The project will look to establish a foundation capability that meets the minimum requirements for a COVID19 vaccine that can be mobilised within a short time period (3 months). To mitigate the risk of not having a system available that is suitable to support the administration of a vaccine for COVID19 a decision has been made to extend the National Contact Tracing Solution to provide an Immunisations Register for COVID-19 (CIR).
5. To support the successful administration of a vaccine as part of the response to the COVID19 pandemic, it is critical that a fit for purpose Immunisations Register is available to support the operational delivery of vaccines and provide a safe and reliable register of immunisations completed across the New Zealand population.
6. It is not currently possible to predict accurately when a vaccine for COVID19 will be available within New Zealand, however the rapid progress of vaccine development internationally indicates that a vaccine, or multiple vaccines will become available throughout 2021. The Ministry must ensure it is able to respond to any urgent requirement to deliver a solution that will support the administration of available COVID-19 vaccines.
7. On 15 October 2020 an indicative plan was presented to the Ministry Immunisations Governance Group (See attendant paper NIS Delivery Partner Procurement) to address the critical requirement to support a COVID19 Immunisation Register and approval was granted to proceed. This plan identified:
  - a. The immediate requirement to establish the register so that it could be available under emergency controls to support the administration of a vaccine in January 2021.
  - b. The need to further develop the COVID19 Immunisation Register beyond this initial release (Release 1) to enable the wider delivery of the vaccine across the New Zealand population.
8. The Immunisations Technology Project has progressed with this plan and the design and initial build of the COVID19 Immunisation Register is underway. The Project will continue to work on this solution through to the end of the year and first production release of the solution to ensure that it is fit for purpose to meet the immediate business needs.
9. The project seeks to forgo routine procurement procedures for the technology platform and the delivery partner, on the basis that the usual procedures would prevent the Ministry delivering critical technology to bring effective and immediate relief to the COVID19 vaccine response.
10. The Ministry is, in parallel, mobilising a programme to deliver the full NIS replacement and associated sector change.

## COVID19 core technology approach

### The National Screening Solution

11. The National Screening Solution (NSS) was procured as a successor for the incumbent bowel screening pilot solution (BSP+). Its award in 2018, and final delivery in March of this year, has enabled the establishment of the Bowel Screening Register (BSR) enabling the national rollout of the National Bowel Screening Programme.
12. The NSS was specifically designed to support multiple screening programmes and population health initiatives and can be readily be adapted to meet new requirements.

### The National Contact Tracing Solution (NCTS)

13. A decision was made in April 2020 to extend the NSS platform to support the management, coordination and monitoring of Contact Tracing Services nationally. The NSS platform was rapidly extended and enhanced to support the critical contact tracing requirement and has successfully been extended to provide the National Contract Tracing Solution (NCTS) that supports contact tracing services nationally across all Public Health Units (PHU's) and the newly established National Investigations and Tracing Centre (NITC).
14. This solution was predicated on the NSS architecture, however the NCTS deployed a separate Salesforce instance utilising the NSS backbone components providing separation between the Screening and COVID19 concerns decoupling the change and operations concerns of the platform and reducing operational risk.
15. The NCTS has subsequently been extended to support:
  - a. The National Border Register (NBR) which manages, coordinates and monitors the people entering New Zealand and their journey through the Managed Isolation and Quarantine Facilities (MIQF) process. Including the management of their health identity, compliance with mandatory testing and daily check-in and the coordination of their exit from MIQF and post exit follow-up activities.
  - b. The National Border Worker register that tracks and monitors testing compliance for workers at MIQF and certain higher-risk workers at Ports of Auckland, the Port of Tauranga and Auckland International Airport who are required to receive routine ongoing tests for COVID19.
  - c. The management of exemptions from managed isolation for incoming travellers.
16. This solution and related implementation services (Deloitte) was bought under emergency exemption from Government Procurement Rules. A further update to this exemption is being prepared for works covering the Border and MIQ work undertaken subsequently to the implementation of the NCTS.

## Available technology options

### The National Immunisation Register (NIR)

17. The National Immunisation Register (NIR) is end of life and will no longer be supported by Orion from March 2022 and the business case for its replacement has been presented to and approved by Ministers and treasury.
18. The replacement of the NIR with the National Immunisations Solution (NIS) is a significant undertaking and unlikely to be complete in time to support the initial phases of vaccination for COVID19 in New Zealand, which may be as early as Q1 2021.
19. Extending the NIR to support new vaccination schedules is complex and time consuming and could not be achieved in time to be able to support a COVID vaccine in 2021. The vaccine specifications for COVID19 are not known, as such a system that is able to be rapidly adapted to changing requirements while maintaining operational efficiency and safety is critical.
20. The functional limitations of the current NIR meant that investment in other technology services to support the administration of any COVID19 vaccine would be required.
21. For the reasons outlined above the NIR has been discounted as a viable technology option for the COVID19 Immunisation Register.

### The National Contact Tracing Solution (NCTS)

22. The NCTS has been established as the core technology component of the Ministry's COVID19 response.
23. Based on the NSS platform and architecture the NCTS is pre-integrated with a key health identify systems, such as the NHI, NES and HPI and maintains a population health register that allows every person/ patient managed within the NCTS to be linked to an NHI.
24. The NCTS is supported by existing configuration and change management processes and tools and has completed extensive security and privacy reviews.
25. The level of change that has been applied to the NCTS since it was established in April 2020 to support contact tracing services nationally, border management for MIQF and other critical COVID19 technology services has demonstrated the ability for the Ministry to successfully leverage the platform and foundation functionality to support new services, partially in relation to services relating to population and public health.
26. Initial analysis conducted in October 2020 indicated that the NCTS is a suitable / fit for purpose platform to support the COVID19 Immunisation Register requirement. This position has been further validated through the build of release 1 of the CIR.
27. The value of the NCTS as a suitable platform for the CIR can be identified through the following:
  - a. **Time to execute:** In using the NCTS the Ministry has been able to leverage the exist platform, delivery methods and tools and underlying platform functionality that has been established through the creation of the NSS.

Critical integrations are already in place and the population health register provides the health identify for all New Zealanders where it is known.

Release 1 of the CIR will be developed and deployed within a 6-week delivery window and will support the Minimum Viable Product (MVP) necessary to support the initial phase of vaccine administration in New Zealand for COVID19.

- b. **Delivery Risk:** As an existing and proven technology platform can be leveraged the delivery risk is low. The functional requirements for the CIR are relatively simple and can be achieved within the current NCTS configuration without the need for additional software or services.

Future releases of the CIR will need to consider integration with sector systems, such as PMS's). This is complex and difficult problem to solve but is not specific to any technology option available and as such does not in impact the technology choice.

- c. **Change Management:** Change management across the sector to support the administration of a COVID19 vaccine will be critical to the success of the programme. Change has successfully ben delivered across the sector and MIQF using the NCTS technology platform, training tools and knowledge are available within the Salesforce environment.
- d. **Financial Risk:** Without formal evaluation no determination of cost can be made. However, experience gained through the COVID19 response indicates that leveraging the NCTS platform has allowed the Ministry to delivery high value solutions in a short period of time for reasonable cost.
- e. **Capability & Capacity:** The NCTS is developed and maintained by Deloitte, the Deloitte team have supported the development and deployment of the NSS and NCTS applications. This team is highly skilled and can provide the capability required to delivery the CIR.

Due to the volume of work additional capacity has been secured by Deloitte to support the CIR build. Deloitte have also confirmed that additional capacity can be secured if required.

The Ministry is in the process of establishing its own internal capability that will be responsible for the management and operation of the NCTS platform.

- f. **Quality:** Existing quality processes are in place in relation to release management, documentation. While these processes will need to be reviewed and inhived to support the CIR future development, enhancements and change they provide a good starting point to support the initial release of the CIR.

- 28. The NCTS is underpinned by several commercial arrangements which can be leveraged to support the delivery and operation of the CIR. For the purposes of this memo, the following NCTS Technology provisions are central to this request:

- a. Salesforce licencing
- b. Amazon Web Services agreement
- c. Mulesoft Licencing
- d. Deloitte Professional Services.

## Other Technology options

29. Throughout the course of the COVID19 pandemic the Ministry has been contacted by multiple vendors and suppliers who are promoting their products and services for use as part of the Ministry's response to COVID19.
30. It is not possible to continually evaluate the large numbers of unsolicited proposals received by the Ministry from suppliers in the market, as this would take critical resources away from work required to sustain the technology change effort for COVID19.
31. Specifically, for the COVID19 Immunisation register the Ministry has been approached by Oracle, Microsoft and Salesforce.

### Oracle Health Management Suite

- Oracle Health Management Suite has been offered S9(2)(b)(ii) for 10 years. Oracle have advised that this product is being used across multiple jurisdictions, including the United States, United Kingdom and Africa, although there is no information to indicate extent and purpose of these configurations.
- The product information provided indicates that it supports: cohort modelled analytics, population monitoring and screening, vaccine registry, diagnostic management, and therapy efficacy tracking.
- The product features supported by the Oracle Health Management Suite are already available within the NSS / NCTS end to end architecture and are being used across screening and COVID19 technology programmes. Introducing the Oracle solution into the Ministry technology estate would result in duplication of technology, product and people capability.
- While Oracle software products are in use within the Ministry (Financial Management functions) they are not used for the management and coordination of population and public health services.
- No evaluation of the Oracle Health Management Suite has been performed and it is not possible to determine if it is fit for purpose for the COVID19 Immunisations register.
- Engagement with Oracle in relation to their proposal occurred after the decision to proceed with the COVID19 Immunisation Register build on the NCTS.

### Microsoft Dynamics 365 / Power Platform

- Microsoft has proposed MazikCare's VaccineFlow – an MS Dynamics 365/Power Platform solution developed by a Microsoft Industry Partner, utilising Microsoft Cloud for Healthcare.
- The Singapore Government are currently implementing this solution as part of their COVID-19 response. The product information available suggest that it supports the following functions: provider enrolment and management, vaccination appointment and administration, vaccine outcome monitoring, vaccine inventory management, and a public health 'command centre'.
- There are currently no Microsoft products or services in use by the Ministry to support public and population health services.

- No evaluation of the Microsoft Dynamics 365 / Power platform and MazikCare's Vaccine Flow has been performed and it is not possible to determine if it is fit for purpose for the COVID19 Immunisations register.

### Salesforce Vaxforce

- In September 2020 Salesforce presented Vaxforce as a configuration of the Health Cloud service offering, which is a specialisation of the Service Cloud service offering.
- The information supplied for Vaxforce suggests that it will be able to support the following key functions: Supply Management, Notifications, Client Scheduling, Vaccine administration and Adverse Event Surveillance. These functions, excluding Client Scheduling, are in scope for release 1 of the COVID19 Immunisations Register.
- No evaluation of the Vaxforce product has been completed and it is not clear from the information provided if there is alignment between the proposed solution and the COVID19 Immunisation Register requirement.

### Recommended technology option

32. The time to deliver a national immunisation schedule for a new vaccine within the NIR will be too long, will be expensive and will result in a significant amount of regretful spend. The NIR platform is end of life and may not be available with vendor support to enable the full roll out of a COVID19 vaccine.
33. Due to the critical need to be able to rapidly mobilise and administer a vaccine as part of the COVID-19 response in New Zealand, technology options that would introduce new platforms into the current Core technology estate for COVID-19 are not considered viable - a solution that can leverage existing technology capability is required.
34. In accordance with the governance decision that was made on 15 October progress has been made to develop the COVID19 Immunisation Register on the NCTS. The design of this solution is now complete, and the Release 1 version of the solution is now available for User Acceptance testing.
35. To avoid the risk of regretful spend, the CIR solution has been specifically designed to accommodate future requirements in terms of its data model and core processes in relation to the creation, management and coordination of Vaccination Schedules and Schedule Participants.
36. It is recommended that the emergency exemption under Rule 14.9a of the Government Procurement Rules be applied for the use of the NCTS to support the development and deployment of the COVID-19 Immunisation Register.
37. This emergency exemption request only covers the establishment of the CIR in support of the wider COVID19 vaccination programme within the Ministry of Health. It does not provide an emergency exemption for the following:
  - a. The creation of the proposed NIS solution as the strategic replacement for the NIR.
  - b. Consumer Channels
  - c. Digital Identity Management
  - d. Inventory Management (for vaccines)

## Procurement and Form of Engagement

38. In line with the Government Procurement Rules the Ministry is required to compete all contracts for goods and services over \$100k in value.
39. Several exemptions exist that allow the Ministry to directly source an agreement, in this case Rule 14.9.a

**RULE 14.9.(a) Emergency:** *A genuine emergency as defined by MBIE's Quick Guide to Emergency Procurement.*

Emergency being defined as:

- natural or manmade disasters, e.g. earthquakes, cyclones, tsunamis, volcanic eruptions, flooding, fires or contamination
  - failures of critical infrastructure or equipment: such as failure of a prison security system or critical hospital infrastructure
  - **critical health or environmental emergencies: such as a pandemic or food safety incident**
  - political emergencies: such as a war, coup, or civil insurrection in New Zealand or countries where the New Zealand government offers support
  - critical security emergencies: such as a terrorist attack, serious crime or major cyber security emergency
  - unanticipated events that make it impossible for an agency to perform a statutory or critical function in the necessary timeframe: for example, the destruction of critical election supplies immediately prior to an election would be an emergency for the Electoral Commission
40. The Ministry has determined that the platform architecture that has been leveraged to support the COVID19 response can effectively be leveraged to support a rapid deployment of any COVID-19 vaccine. This determination has considered the suitability and fitness for purpose, including sustainability and maintainability and architectural fit/alignment with strategies such as the Information Systems Strategic Plan (IssP).
  41. An initial meeting was held between Data and Digital and Deloitte on Friday 23 October 2020 to discuss the availability of Deloitte specialist resources to establish the CIR by an initial target date of 1 January 2021.
  42. On Wednesday 28 October 2020, Deloitte tabled a draft SOW with named specialist resources with experience working on NCTS and its adjunct applications, e.g., the Border system. Deloitte confirmed that the team could immediately pivot to deliver the CIR.
  43. A final SOW has been sent to the Ministry on 16 November 2020 and is attached with this memo for approval.
  44. Additional Salesforce licencing will be procured as an when required. User licences will not be required until production is enabled.
  45. Salesforce licencing will be arranged via an update to the current NCTS licence agreement.



## Recommendations

It is recommended that you:

1.	Note	The background and rationale for this procurement exemption request.	Yes/No
2.	Note	The COVID19 core technology approach, and the use of the NCTS across Contact Tracing, Border Register, Worker Testing and Exemptions.	Yes/No
2.	Note	The available technology options that have been considered to support the COVID19 Immunisations Register.	Yes/No
3.	Agree	The recommended technology option to use of the NCTS as the technology platform to support the COVID19 Immunisation Register.	<input checked="" type="radio"/> Yes/No
4.	Approve	The emergency exemption for Salesforce licence orders and Deloitte Professional Services to develop the COVID-19 Immunisation Register.	<input checked="" type="radio"/> Yes/No

Signature 

Deborah Woodley

Date: 18/12/2020

**Deputy Director General - Population Health and Prevention**

Signature 

Shayne Hunter

Date: 21/12/2020

**Deputy Director General - Data & Digital**

Signature 

Fergus Welsh

Date: 18/12/2020

**Chief Financial Officer, Corporate Services**

## Exemption Form

To seek the approval for an Exemption from open advertising (Rule 14) or Opt-out (Rule 12) from the Government Procurement Rules requirement for openly tendering procurements over \$100,000.

Overview	
<b>Project Title:</b>	COVID Immunisation Register (CIR)
<b>Estimated Contract Value:</b>	<p>Whole of life value can not be determined at this time due to the nature of the pandemic and the uncertainty in relation to how any vaccine will be administered within New Zealand.</p> <p>The indicative breakdown of the Release 1 (December 2020) costs for the COVID19 Immunisation Register are as follows:</p> <ol style="list-style-type: none"> <li>1. The value of the Deloitte Professional Services through to 30 March 2021 is S9(2)(b)(ii) (NZD).</li> <li>2. The <b>Workforce strategy and workforce update</b> memo presented to the <b>COVID-19 Immunisation and Vaccine Programme Steering Group</b> on 12 November 2020 sought agreement to progress the development of a full-time workforce, of 2,000 – 3,000 vaccinators (plus support workers), comprised of currently non-practicing health professionals, to deliver a COVID-19 vaccine over a 12-month core vaccination timeframe.</li> <li>3. Assuming that the upper limit of active vaccinators is 3000 and that there will be churn within that workforce it is recommended that a total of 4000 Salesforce communities licenses are procured. Further licenses may be required to support any unexpected surge in vaccination demand as part of the COVID19 response.</li> <li>4. Salesforce annual licence requirements are estimated at:             <ol style="list-style-type: none"> <li>a. 4000 community plus licences - S9(2)(b)(ii) (USD)</li> <li>b. 45 restricted user licences - S9(2)(b) (USD)</li> <li>c. 5 Enterprise User Licences S9(2)(b) (USD)</li> <li>d. <b>Data Storage</b> S9(2)(b) (USD)</li> <li>e. <b>20 Knowledge User Licences</b> S9(2)(b) (USD)</li> <li>f. Premier Support (20%) - S9(2)(b) (USD)</li> <li>g. Salesforce Shield (30%) - S9(2)(b) (USD)</li> <li>h. Total S9(2)(b)(ii) (USD) or S9(2)(b)(ii) (NZD) based on an exchange rate of 1.45 USD to NZD.</li> <li>i. <b>Total including contingency (10%)</b> S9(2)(b)(ii) (NZD).</li> </ol> </li> <li>5. All costs are exclusive of GST</li> <li>6. The total contract value for the full complement of licencing and Deloitte professional services is S9(2)(b)(ii)</li> <li>7. A reduction in the Salesforce licences may be achievable dependent on the Ministry's approach to the NCTS licence agreement extension in March 2021.</li> </ol>

	<p>8. The full cost of the CIR cannot be known at this stage, it is anticipated that additional funding will be required through 2021 to support:</p> <ul style="list-style-type: none"> <li>• The deployment of the CIR and the operationalisation of the COVID19 immunisation programme.</li> <li>• Enhancements to support sector integration</li> <li>• Monitoring and reporting</li> <li>• Business process improvements Anticipated additional Deloitte resource to support Data and Digital while internal service provision is stood up.</li> </ul>
<b>Contract Start Date:</b>	2 October 2020 (Deloitte), TBC for Salesforce
<b>Agreement Term:</b>	Not applicable
<b>Business Unit:</b>	Population Health and Prevention and COVID Directorate
<b>Contract Owner:</b>	Grant Pollard, Group Manager Child and Community Health
<b>Contract Manager:</b>	John Harvey, Programme Manager
<b>Government Procurement Rules</b>	
<b>How does this procurement comply with one of the valid Opt-outs to the procurement rules?</b>	
Not applicable	
<b>How does this procurement comply with one of the valid Exemptions to openly advertising in Rule 14?</b>	
<p>Emergency Procurements are permitted under the Government Procurement Rules (Rule 14.9.a) procurements for critical health or environment emergencies: such as a pandemic of food safety incident.</p> <p>The implementation of an immunisation register that can support the administration of vaccinations for COVID19 is a critical part of the government's response to the COVID19 pandemic.</p> <p>The use of the NSS/ NCTS as the foundation of the core technology response for COVID19 has demonstrated the Ministry's ability to deliver rapidly and to a high level of quality in response to critical demand.</p> <p>The NCTS is considered the most viable route to establishing the required register in sufficient time to mitigate any risk of not being able to deliver vaccine due to the lack of technology capability being in place.</p> <p>The technology platform is established within the Ministry and the capability to delivery and support additional solutions on this platform exists.</p> <p>Deloitte will continue to provide professional services for NCTS and have established a credible working relationship with the Ministry since 2018.</p>	
<b>What practical steps are being taken to ensure that the procurement still supports the five principles of government procurement (Rule 1)?</b>	
<p>The exemption is required to ensure that the Ministry is able to meet a <u>critical need as part of the COVID19 pandemic response</u>. The Ministry will work to ensure that all procurement activities completed in relation to the <u>COVID19 Immunisation Register support</u> and adhere to the intent of the five principles of government procurement:</p>	

**1. Plan and manage for great results.**

The NSS, which has been used and extended to meet the core technology needs of the COVID19 response, was supported by an extensive procurement process and is an established platform within the Ministry's technology estate.

While an emergency exemption is being sought for the COVID19 Immunisation register, this exemption does not extend to support the realisation of the NIS as the replacement for the legacy NIR.

**2. Be fair to all suppliers.**

The Ministry is looking to establish a panel for Salesforce development, support and maintenance services. Once in place multiple vendors in the market will have the opportunity to bid for and compete work on the NCTS Salesforce platform.

Any individual agreements up to the award of the panel will be subject to their own Emergency Exemption.

**3. Get the right supplier.**

Under this exemption it is anticipated that Deloitte will continue to provide development, support and maintenance services for the NCTS. Once the Ministry has the Salesforce panel in place the opportunity to include other suppliers will be available, noting an evaluation of suppliers will be required.

**4. Get the best deal for everyone.**

The Ministry is taking a calculated risk in the progression of the COVID19 Immunisation register on the NCTS platform based on the high level of delivery success that has been demonstrated through the establishment of the NCTS and other applications. Delivery which has been underpinned by Deloitte resource.

**5. Play by the rules.**

The Ministry and the project will work with independent probity advisors to ensure fully transparent in all decisions it makes in relation to technology and suppliers for the COVID19 Immunisations register.

**Value for Money**

**Even though there is no competitive process proposed, how will value for money be benchmarked?**

The NSS is the foundation platform upon which the NCTS has been established and was source through an extensive procurement process which resulted in the successful implementation of the Bowel Screening Register.

Under emergency the NSS was extended to enable contact tracing nationally and has subsequently been extended to support additional applications such as the Border Register. Through using the NSS as the foundation the NCTS was able to leverage pre-existing people and technology capabilities on a platform that was carried Certification and Accreditation. Development and change tools are already in place and integrated into the delivery process for the NCTS which further increase the opportunity to leverage existing investments.

Due to the amount of work that has been completed on the NSS and the NCTS it is possible to evaluate costs against known baselines of previous work completed.

The scope of the Release 1 COVID19 Immunisation Register will be limited to the minimum functions necessary to meet the critical need, decisions to further extend the solution to meet additional functional requirements for COVID-19 will need to be made separately.

This exemption does not support the use of the COVID19 Immunisations register as the platform to support the full NIR replacement without due process being followed.

### Conflicts of Interest

**Are Conflict of Interest Declarations on file for the nominator and approver of the proposed contract?**

Yes

**How are any actual or perceived conflicts of interest being managed?**

Please see attendant Procurement Plan

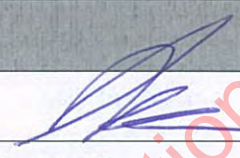
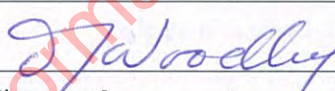
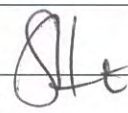


### Budget

**Is there a budget available to fund this contract through an approved business case? Which Cost Centre and GL Code will apply?**

Currently governance are working through the apportionment of budget from the NIS appropriation and the COVID directorate budget.

Released under the Official Information Act 1982

Recommendation
<p><b>In summary, why should this exemption/opt-out be approved?</b></p> <p><b>Approve</b> this request for Exemption because leveraging the NCTS to support the COVID19 Immunisation register will provide the fastest and most effective route to meeting the critical requirement to support the administration of a COVID19 vaccine in New Zealand.</p>

Approvals & Endorsements		
<b>Business Owner</b>  <b>(Endorse)</b>	Sue Gordon	
	Deputy Chief Executive – COVID Response	[Signature] 21/12/20
<b>Business Owner</b>  <b>(Endorse)</b>	Deborah Woodley	
	Deputy Director General - Population Health & Prevention	[Signature] 18/12/20
<b>Business Owner</b>  <b>(Endorse)</b>	Shayne Hunter	
	Deputy Director General - Data & Digital	[Signature] 21/12/2020
<b>Procurement &amp; Contracts</b>  <b>(Endorse)</b>	Clayton Cleary	18/12/2020
	Manager Procurement and Contract Management	[Signature] 
<b>Chief Financial Officer</b>  <b>(Approve)</b>	Fergus Walsh	18/12/2020
	Chief Financial Officer	[Signature] 

 Requester Signature (Michael Dreyer) 

Date: 18/12/20

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