

# Implementation of lessons learnt and suggestions for improvement from the First Interim Evaluation of Global Health EDCTP3

## Context

The first interim evaluation of the Global Health EDCTP3 assessed the JU's performance between 2021 and end of 2023 in line with five evaluation criteria (relevance, coherence, efficiency, effectiveness, EU added value), and five partnership-specific criteria (additionality, directionality, international positioning and visibility, transparency and openness, as well as phasing out and preparedness).

The evaluation report was finalised in **June 2024** and is available here: [European Partnership for the Global Health EDCTP3 joint undertaking - Publications Office of the EU \(europa.eu\)](#). The report was presented to the Global Health EDCTP3 Governing Board (GB) during the GB meeting of 27 June 2024.

This document presents the implementation of lessons learnt and suggestions for improvement proposed in the evaluation report.

Document completed in **December 2024**.

## Overview: Implementation of Lessons learnt and suggestions for improvement

Lessons Learnt and suggestions for improvement proposed in the Interim Evaluation	Description of actions taken by Global Health EDCTP3
<b>COHERENCE</b>	
<p>1. Continuing efforts to ensure <b>internal and external coherence</b>, i.e., the <b>mapping of internal actions and external initiatives</b> to ensure alignment between the internal activities of the Global Health EDCTP3 JU and other funded activities in the global health field</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>• Global Health EDCTP3's ongoing outreach to major global health actors is conducted with the purpose of identifying synergies and aligning initiatives.</li> <li>• The identification of existing initiatives and alignment between the activities of the Global Health EDCTP3 JU and other funded activities in the global health field has been embedded in the Annual Research and Innovation Action (ARIA) for 2024, and this practice will continue for future ARIAs.</li> <li>• The 2024 calls for proposals have been more explicit in calling applicants to capitalise on previous EDCTP2 investments (e.g., malaria therapeutics call, networks of excellence &amp; epidemic preparedness call), and this practice will be continued.</li> <li>• Alignment and synergies are also ensured through the In-Kind Contributions to Additional Activities (IKAAs) by the constituent states of the EDCTP Association, which constitute an integral part of Global Health EDCTP3's setup and legal framework.</li> <li>• Coherence is also ensured through the Guide for contributing partners, published on Global Health EDCTP3's website: <a href="#">Guide for Contributing Partners to Global Health EDCTP3 JU   Global Health - EDCTP3</a>.</li> </ul> <p><b>Ongoing:</b></p> <ul style="list-style-type: none"> <li>• A Global Health EDCTP3 Partnership Strategy, currently under development, will streamline Global Health EDCTP3's efforts to align its actions to those of other actors.</li> </ul>

Lessons Learnt and suggestions for improvement proposed in the Interim Evaluation	Description of actions taken by Global Health EDCTP3
<p>3. Develop and implement an <b>internal and external communication strategy</b> of the Global Health EDCTP3 JU to advance efforts to explain the evolution of the EDCTP programme and the key changes introduced.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>• The <a href="#">Global Health EDCTP3 External Communication Strategy for 2024-2031</a> has been published in July 2024. Its strategic messages, amongst others, include raising awareness about Global Health EDCTP3 as a progression of the EDCTP programme and communication of Global Health EDCTP3's new scientific components (i.e., fighting AMR, mitigating impacts of climate change).</li> <li>• Raising awareness about Global Health EDCTP3 - including evolution from EDCTP2 - is one of the key objectives established in the <a href="#">Annual Communication Work Plan for 2024</a>.</li> <li>• Global Health EDCTP3's <a href="#">corporate brochure</a> includes a section about EDCTP evolution over time.</li> <li>• Information about the EDCTP evolution and key changes introduced has been included in the design of the new Global Health EDCTP3 website foreseen to be launched at the end of 2024.</li> <li>• The visual identity/branding of Global Health EDCTP3 was approved by the Global Health EDCTP3 Governing Board in June 2024, and the relevant guidelines/manual addressed to Global Health EDCTP3 staff will be finalised by the end of 2024.</li> </ul>
<p>4. Dedicate particular attention to <b>discussing the types of actions and project topics with potential contributing partners and project applicants</b>, for instance, different types of actions funded under the Global Health EDCTP3 JU and EDCTP2.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>• Global Health EDCTP3 presents the types of actions, call topics, and eligibility requirements to applicants and potential partners during its Info Days, which are virtual events open to the public. Info Days are organised once or twice per year, shortly after the approval of the annual work programme by the Global Health EDCTP3 Governing Board and around the launch of calls for proposals. This practice is going to be continued. Information about ongoing and upcoming calls is also included in presentations at externals events, such as conferences or meetings of cross-funder groups, as well as at the biennial EDCTP Forum.</li> <li>• Global Health EDCTP3 has been proactively targeting potential contributing partners as part of the ongoing partnership outreach process.</li> </ul>

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	<ul style="list-style-type: none"> <li>The theme of the call topics and actions have been discussed with potential contributing partners in a dedicated side meeting at the Global Health EDCTP3 Forum in November 2023 in Paris, and in ongoing bilateral engagements with partners throughout the year.</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>Global Health EDCTP3 Partnership Strategy, currently under development, will further streamline the outreach to potential contributing partners.</li> </ul>
<p>5. Consider advancing communication and collaboration with contributing partners through <b>additional tools such as the Memorandum of Understanding.</b></p>	<p><b><u>Completed:</u></b></p> <ul style="list-style-type: none"> <li>Global Health EDCTP3 developed a dedicated guide for contributing partners to Global Health <a href="#">EDCTP3 (available on the Global Health EDCTP3 website)</a>.</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>Global Health EDCTP3 has already initiated dialogue with multiple partners on potential areas of collaboration, which could result in MoUs.</li> </ul>

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<b>EFFICIENCY</b>	
<p>6. Finalise the recruitment of <b>senior staff positions</b></p>	<p><u><b>Completed:</b></u></p> <ul style="list-style-type: none"> <li>• The recruitment of members of the management team of Global Health EDCTP3 was completed during 2024 with the recruitment and onboarding of the Head of Administration and Finance, the Head of Operations and the Strategic Partnerships and Communications Team Leader, ensuring the JU's stability, direction, and capacity to achieve strategic goals. The dates on which the members of the management team took up their duties were the following: <ul style="list-style-type: none"> <li>○ Head of Administration and Finance Unit: 1 March 2024;</li> <li>○ Head of Operations Unit: 1 July 2024;</li> <li>○ Strategic Partnerships and Communications Team Leader: 1 September 2024.</li> </ul> </li> </ul>
<b>EFFECTIVENESS</b>	
<p>7. Clarify the scope of funding topics to potential applicants: dedicate further efforts to <b>communicate consistently which global health topics are to be funded</b>, as well as clarify the limitations of the Global Health EDCTP3 JU funding for other global health topics that are not specific to infectious diseases.</p>	<p><u><b>Completed:</b></u></p> <ul style="list-style-type: none"> <li>• Global Health EDCTP3 communicates all relevant information about the thematic focus, scope, and eligibility criteria for upcoming calls through the following channels: <ul style="list-style-type: none"> <li>○ Info Days (online events open to the public);</li> <li>○ newsletter launched in July 2024;</li> <li>○ current Global Health EDCTP3 website and new website currently in design (to be launched at the end of 2024);</li> <li>○ social media posts (LinkedIn, X, YouTube).</li> </ul> </li> </ul>

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<p>8. Continue efforts on <b>monitoring and reporting</b> of the JU's governance and its activities as well as the periodic reviews of the outputs, results and impacts following the Horizon Europe Regulation, including the review of time-bound indicators, synergies, and expenditure.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>Global Health EDCTP3 recruited a <b>Monitoring and Evaluation (M&amp;E) Officer</b> whose role is to develop and implement a comprehensive M&amp;E system with the purpose of tracking and reviewing Global Health EDCTP3's inputs, outputs, outcomes, and impact. The M&amp;E officer joined Global Health EDCTP3 on 01 September 2024.</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>Development of a M&amp;E Framework for Global Health EDCTP3 (incl. Global Health EDCTP3 intervention logic; list of KPIs in line with SRIA, Horizon Europe framework and Scientific Committee's recommendations; instruments to track KPIs).</li> <li>Development and execution of an M&amp;E Implementation Plan for Global Health EDCTP3 (incl. KPI baseline data, ongoing data collection, analysis, and reporting).</li> <li>The <b>M&amp;E Officer</b> collaborates closely with the <b>Scientific Operations team</b>, including the <b>Operations and Policy Officer</b>, to ensure the timely delivery and high quality of project- and portfolio-related content. This role also involves guaranteeing that all outputs are aligned with current policies and comply with Horizon Europe regulation.</li> </ul>
<b>ADDITIONALITY</b>	
<p>9. Diversify the selection of contributing partners of the GH EDCTP JU by involving not only global health funders, philanthropies, and partners but also <b>smaller strategic partners</b>, such as organisations smaller in budgetary size, SMEs, African-based philanthropies, etc.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>Some of the Global Health EDCTP3 calls for proposals are likely to attract participation from SMEs due to their specific thematic scope and focus, such as the call on digital health included in Global Health EDCTP3's work programme 2024; the calls on transformative innovations and on climate and health included in Global Health EDCTP3 work programme 2025.</li> <li>The Global Health EDCTP3 has increased its participation in conferences likely to have high participation of SMEs, such as the Sustainability through Science and Technology / Sustainable Industrial Processing Summit (SIPS 2024).</li> </ul>

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	<p>Ongoing:</p> <ul style="list-style-type: none"> <li>Global Health EDCTP3 is making efforts to maintain and establish new partnerships with a diversity of strategic partners beyond those already in collaboration with EDCTP2. EDCTP2 smaller strategic partners are currently considered for renewed collaboration under Global Health EDCTP3.</li> <li>Global Health EDCTP3 Partnership Strategy, currently under development, will streamline the efforts to collaborate with smaller strategic partners, with a particular focus on targeted outreach to SMEs and Africa-based philanthropies.</li> </ul>
<p>10. Continue to <b>increase and deepen the collaboration with industry.</b></p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>Ongoing collaboration with BioNTech for the 2024 call for training fellowship, in which BioNTech provides both financial and in-kind contributions through offering training modules.</li> <li>Collaborations for contributions to global health events, for example: <ul style="list-style-type: none"> <li>At the UNGA78 Science Summit 2023, the EDCTP Association and Global Health EDCTP3 organised a session dedicated to digital health solutions that was hosted by Novartis and showcased, among other activities, the efforts of TriNetX in partnership with Novartis and EDCTP in improving the digital capacities of research centres in the EDCTP Regional Networks of Excellence.</li> <li>At the UNGA79 Science Summit 2024, Global Health EDCTP3 and the EDCTP Association organised a session dedicated to AMR, where industry stakeholders including GSK and Merck showcased their efforts in combatting AMR and made recommendations for priority research areas that Global Health EDCTP3 and its partners can take forward.</li> <li>Industry stakeholders also contributed to the Eleventh EDCTP Forum in 2023 with sponsorship and participation; the involvement of industry partners is similarly planned for the Twelfth EDCTP Forum in 2025.</li> </ul> </li> <li>Strengthening participation of industry and private entities in product development and clinical trials in sub-Saharan Africa is among the objectives of the Global Health EDCTP3 Grant to the EDCTP Africa Office that has been signed in 2022.</li> </ul>



Lessons Learnt and suggestions for improvement proposed in the Interim Evaluation	Description of actions taken by Global Health EDCTP3
	<p>Ongoing:</p> <ul style="list-style-type: none"> <li>• Further discussions for collaboration have been initiated with various industry stakeholders.</li> <li>• Global Health EDCTP3 Partnership Strategy, currently under development, will outline planned efforts to collaborate with pharmaceutical industry partners.</li> </ul>
<b>TRANSPARENCY &amp; OPENNESS - re. financial coordination role:</b>	
<p>11. Continue to consistently <b>communicate</b> about the new <b>legislative changes</b> and <b>differences between EDCTP2 and the Global Health EDCTP3 JU</b> to sub-Saharan stakeholders, including more communications in other <b>languages than English</b> (e.g., French, Portuguese).</p>	<p><u><b>Completed:</b></u></p> <ul style="list-style-type: none"> <li>• The Global Health EDCTP3 Communication Strategy 2024–2031 includes the provision of communication materials in English, French, and Portuguese. The Global Health EDCTP3 Info Days in 2024 have been held in English. Members of the EDCTP Association’s General Assembly also organised Info Days in French and in Portuguese, supporting Global Health EDCTP3.</li> <li>• In the context of the Africa Office Grant signed with the Global Health EDCTP3, the EDCTP Association has been organising Financial and Project Management trainings (FPMT) for Global Health EDCTP3 beneficiaries, in the context of which the legislative changes and differences between EDCTP2 and Global Health EDCTP3 JU are explained. For more detail, please refer to point 13 below.</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>• Information about the EDCTP evolution and the key legislative changes introduced has been included in the design of the new Global Health EDCTP3 website foreseen to be launched at the end of 2024. The information will also be available in Portuguese and French.</li> </ul>

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<p>12. Discuss with beneficiaries <b>how the scientific leadership role should be implemented</b> and how it is viewed by the African entities.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>The Global Health EDCTP3 work programme for 2024 is more detailed than previous programmes in defining the role and responsibilities of the scientific project leader, following input given by beneficiaries during the Info Days organised by Global Health EDCTP3.</li> <li>Greater visibility is given to the role of scientific project leader in Global Health EDCTP3 communications. For example, in the monthly newsletter recently signed grants are announced with details of both the project coordinator and the scientific project leader.</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>Currently the Global Health EDCTP3 team is exploring solutions for integrating the scientific leader position in the grant management and reporting process, since the design of the European Commission's Grant Management System is not set to accommodate such a role. This is envisaged through the introduction of the coordination role for the EDCTP Association and the collaborative experience between the EDCTP Association and the scientific project leader. It is foreseen to be implemented via a pilot for two topics of the Global Health EDCTP3 work programme 2025.</li> <li>Collection of feedback from beneficiaries on the actual implementation of the scientific leadership role will be embedded in the Global Health EDCTP3 M&amp;E plan.</li> </ul>
<p>13. Continue organising (financial) workshops that help to <b>explain the Global Health EDCTP3 JU financial and management aspects</b> for the beneficiaries.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>In the context of the Africa Office Grant signed with the Global Health EDCTP3, the EDCTP Association has been organising Financial and Project Management trainings (FPMT) for EDCTP3 beneficiaries. In July and September 2024, two FPMT events were held in person and in hybrid format in Maputo and in Nairobi, respectively. Additional trainings will be organised in Dakar in November 2024 and in South Africa in 2025.</li> </ul>

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	<p>Ongoing:</p> <ul style="list-style-type: none"> <li>• The Global Health EDCTP3 will organise financial workshops on a regular basis for its beneficiaries throughout the Global Health EDCTP3 programme duration. The next one is planned to take place in 2025 (probably in the context of the Twelfth EDCTP Forum scheduled to take place in Kigali, Rwanda, in June 2025).</li> <li>• A new grant for Africa Office and the organisation of dedicated trainings for beneficiaries is under preparation in the scope of the Global Health EDCTP work programme 2025.</li> </ul>
<p>14. Discuss the possibility of increasing the <b>potential involvement of other African entity</b> to manage financial coordination in SSA.</p>	<p><b><u>Completed:</u></b></p> <ul style="list-style-type: none"> <li>• Based on the Work programme 2025, the EDCTP Association role as coordinator for two Coordination and Support Actions (CSAs) in the 2025 work programme will increase the involvement of Africa based entities in the financial management of the Global Health EDCTP3 projects.</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>• Further discussions are ongoing on the feasibility of such an approach in the long term, also considering the capacity of the EDCTP Association to take on board this task in the context of the Global Health EDCTP3 programme.</li> <li>• Possible extension of the EDCTP Association role of coordinator also for Research and Innovation Actions (RIAs) actions.</li> </ul>

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<p>15. Discuss the possibilities and capabilities of establishing an <b>agency in South Africa or the EU that exclusively performs the financial management role</b> without participating in research</p>	<p>Ongoing:</p> <ul style="list-style-type: none"> <li>Discussions are ongoing about the future role of the EDCTP Association in coordination with the Global Health EDCTP3 Governing Board.</li> </ul>
<p>16. Discuss and brainstorm <b>the solutions within the Scientific Committee</b>, particularly under the Equity and Diversity work group within the SC. The SC Equity and Diversity Group is already considering questions about the legal basis of financial coordination from SSA countries and how they may be addressed, however, it could also discuss other potential solutions.</p>	<p><u>Completed:</u></p> <ul style="list-style-type: none"> <li>Discussions on how to strengthen Equity and Diversity through financial mechanisms were included in discussions within the Equity and Diversity (DEI) Scientific Committee (SC) Working Group.</li> <li>Equity, Inclusion and Diversity matters are now also accommodated in the Stakeholders Group following addition of expertise in this area.</li> </ul>
<p>17. Further explore the <b>funding rules of other global health funders</b> (e.g., the NIH in the United States) and their solutions towards coordination and involvement in the projects.</p>	<p>Ongoing:</p> <ul style="list-style-type: none"> <li>The strategy for exploration of best practices from other global health funders will be discussed within the Global Health EDCTP3 programme office and an action plan will follow.</li> </ul>

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<b>TRANSPARENCY &amp; OPENNESS - re. EDCTP Association's role:</b>	
<p>18. Aim to <b>maintain</b> the funding from the EDCTP member states and further <b>attract additional</b> funding.</p>	<p>The EDCTP Association is a separate legal entity and as such any recommendations to be implemented by the EDCTP Association are out of the scope of the Global Health EDCTP3's mandate.</p> <p>Despite the EDCTP Association and the Global Health EDCTP3 being distinct legal entities, the EDCTP Association is a member of the Global Health EDCTP3 and in this regard, the following actions have taken place to address the suggestions mentioned by the evaluators:</p> <ul style="list-style-type: none"> <li>• Maintain/attract additional funding and members:</li> </ul> <p>The Global Health EDCTP3 programme office maintains a good relationship with the EDCTP Association Secretariat and Members, participating in bilateral meetings with the constituent states and attending the EDCTP Association's General Assembly and Board meetings in an observer capacity, to ensure that the EDCTP Association is well informed about Global Health EDCTP3 activities. At the end of 2023, the EDCTP Association announced the increase of its contribution to the Global Health EDCTP3 and a few months later, the European Commission announced a similar increase following the association of the UK to the Horizon Europe programme. The EDCTP Association is working actively towards engaging with more sub-Saharan African (SSA) countries, with the support of Global Health EDCTP3 through the Africa Office grant. As of September 2024, 29 SSA countries are members of the EDCTP Association. Efforts are also being made to strengthen and broaden the European member states involvement in the programme.</p>
<p>19. Discuss the possibility of working towards <b>implementing grants</b> (as financial coordinator) and <b>co-financing participants from non-eligible</b> SSA or other countries.</p>	<ul style="list-style-type: none"> <li>• Implement grants as Financial Coordinator and cofinancing participants from non-eligible SSA or other countries:</li> </ul> <p>The work programme 2025 includes the EDCTP Association as coordinator for two Coordination and Support Actions (CSAs), as explained above in point 14.</p>

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20. Oversee and ensure the <b>full completion of EDCTP2</b> .	<ul style="list-style-type: none"> <li>• Full completion of EDCTP2:</li> </ul> <p>It is not in the remit of the Global Health EDCTP3 to ensure the completion of EDCTP2. Nevertheless, Global Health EDCTP3 launched a call under its Work Programme 2023 to fund EDCTP2-supported clinical trials that were negatively impacted by the COVID-19 pandemic, with the aim of ensuring their successful completion. (HORIZON-JU-GH-EDCTP3-2023-01-02).</p>
21. EDCTP Association should Internally discuss their <b>strategic priorities</b> and bring them to the Governing Board for the broader discussion.	<p>Moreover, the full portfolio of all three EDCTP programmes is considered in the Global Health EDCTP3 work programmes in a continuous effort to build on successful actions and meet unmet needs and gaps.</p> <ul style="list-style-type: none"> <li>• Strategic priorities internal discussion and bringing them to Governing Board:</li> </ul> <p>In 2024, the Global Health EDCTP3 programme office has introduced the Annual Research and Innovation Agenda (ARIA) with scientific and strategic input from its Scientific Committee and its Stakeholders Group. The ARIA is to be updated annually and provides an evidence-based prioritisation framework that ensures the rational selection of topics to be included in the annual work programmes. On the EDCTP Association side, these discussions are first held at the level of the EDCTP Association General Assembly where the Global Health EDCTP3 is represented by its Executive Director as an observer and members of the management team to ensure alignment of priorities.</p> <p>Further to the above, the Global Health EDCTP3 and the EDCTP Association have signed a Memorandum of Understanding (MoU) shaping the aspects of their collaboration such as planning and reporting of in-kind contributions, financial contributions, sharing of relevant information, including through communication activities.</p>

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<b>TRANSPARENCY &amp; OPENNESS - re. EDCTP Association Africa Office:</b>	
22. Discuss its potential <b>involvement</b> in the Global Health EDCTP3 JU <b>as an observer</b> .	<p>The Africa Office of the EDCTP Association is a legal entity distinct from Global Health EDCTP3 and as such any recommendations to be implemented by the Africa Office are out of the scope of the Global Health EDCTP3's mandate.</p> <p>As explained above, in point 19, the Africa Office is part of the EDCTP Association, that is a member of the Global Health EDCTP3 and in this regard, the following actions have taken place to address the suggestions mentioned by the evaluators:</p> <ul style="list-style-type: none"> <li>• Involvement as an observer:</li> </ul> <p>The Strategic Partnerships &amp; Capacity Development Manager and Head of Africa Office was appointed as permanent observer on behalf of the EDCTP Association to the Global Health EDCTP3 Stakeholders Group by Global Health EDCTP3 Governing Board decision (GH-EDCTP3-GB/07/2024).</p>
23. Continue to work towards an increased <b>engagement and visibility of the EDCTP programme in Africa</b> , including <b>collaboration with African organisations</b> such as the African CDC, the African Union, and the African Medicines Agency	<ul style="list-style-type: none"> <li>• Engagement and visibility of the EDCTP programme in Africa, including collaboration with African organisations:</li> </ul> <p>The Africa Office of the EDCTP Association signed a grant agreement with Global Health EDCTP3 in 2022 to expand visibility of the Global Health EDCTP3 in Africa. As part of the implementation of this project, the Africa Office is ensuring optimal implementation and visibility of the Global Health EDCTP3 programme in sub-Saharan Africa in addition to providing technical support, promoting networking activities (South-North, South-South), ensuring alignment of the funded activities, and nurturing strategic partnerships with regional bodies and stakeholders. This is being achieved through attendance at several meetings and conferences where the Global Health EDCTP3 programme is being promoted in Africa.</p>
24. <b>Guide African countries</b> in their <b>participation</b> within the Global Health EDCTP3 JU	<ul style="list-style-type: none"> <li>• Guide African countries in their participation within the Global Health EDCTP3:</li> </ul> <p>As part of the signed grant, several activities are being implemented by the Africa Office of the EDCTP Association, including providing technical support for the design and implementation of the Global Health EDCTP3 activities concerning networking and capacity development in sub-Saharan Africa, organising workshops, and facilitating the dialogue between African and European research entities and stakeholders, such as Info Days, outreach of the EDCTP Association via African member countries to their respective communities.</p>

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PHASING OUT PREPAREDNESS	
<p>25. Before the <b>end of 2023</b>, set up an <b>action plan for the phasing out of the Global Health EDCTP3 JU</b> from the European research and innovation framework programme funding.</p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>The phase out plan was adopted by the Global Health EDCTP3 Governing Board on 24 January 2024 (GH-EDCTP3-GB/05/2024).</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>Further updates to the phase out plan are under preparation.</li> </ul>