



17th TechNet Conference

Panama City, Panama | October 16-19, 2023

Immunization Programmes That Leave No One Behind

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Are countries meeting the EVM standard?

Chair: Souleymane Kone (WHO headquarters)

Presenters & panellists

Presenters:

- Modibo Dicko (The Balanzan Institute)
- Olamide Folorunso (UNICEF Programme Group)

Panellists:

- Dan Brigden (WHO headquarters)
- Paul Colrain (consultant)
- Nora Rodriguez (PAHO)



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Are Countries Meeting the EVM Standard?

Modibo Dicko, The Balanzan Institute (TBI)

October 19, 2023

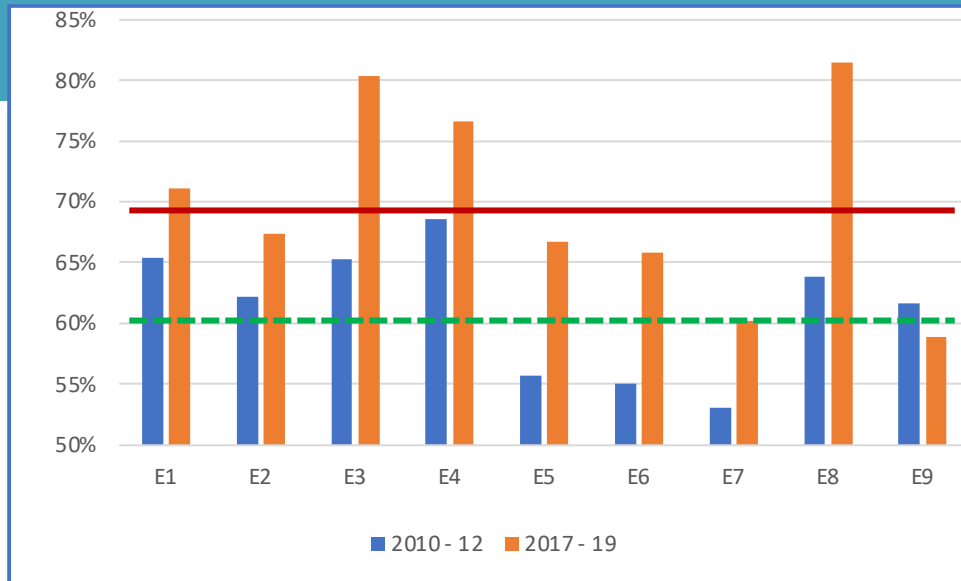
Section One: From EVM1 to EVM2: Is Progress Taking Speed?

Modibo Dicko

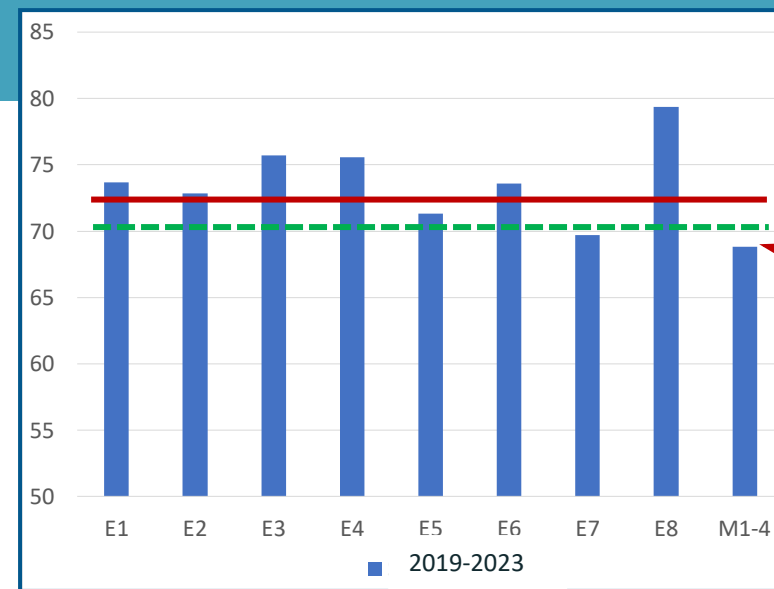


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Progress between 2010-2019 and 2019-2023



Results of 195 EVM-1 assessments conducted in 2010 – 2019 worldwide*



Results of 49 EVM-2 assessments conducted in 2019 – 2023 worldwide*

Average of M scores used instead of E9

Geometric mean scores:

- 2010-2012: 61%
 - 2017-2019: 69%
 - 2019-2023: 73%
- } + 8%
- } + 4%

Scores = or > 70%:

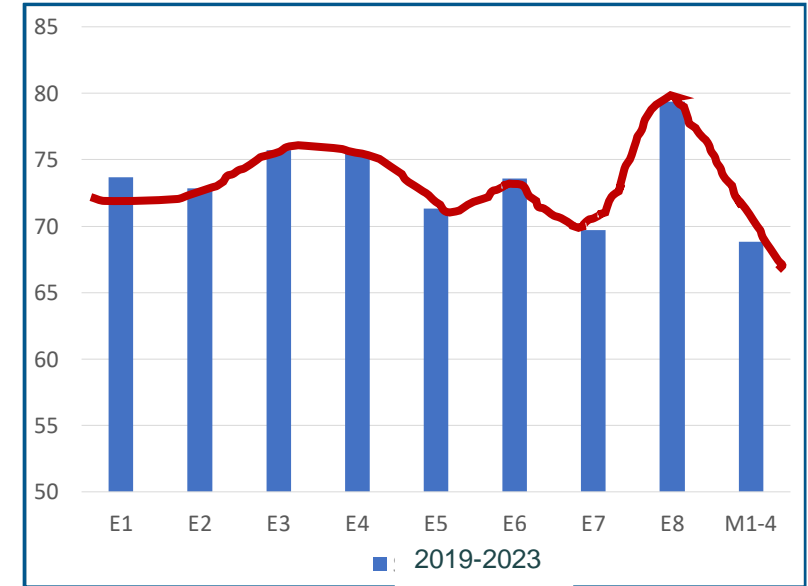
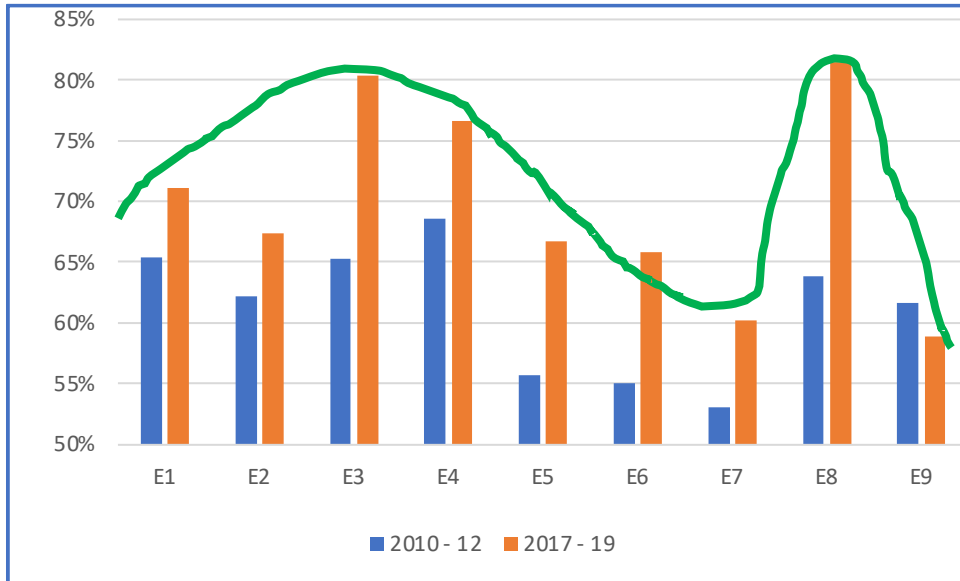
- 2010-2012: 1 criterion
- 2017-2019: 4 criteria
- 2019-2023: 7 criteria

Scores = or > 80%:

- 2010-2012: 0 criterion
- 2017-2019: 2 criteria
- 2019-2023: 0 criterion

* Based on data from the WHO Global Analysis of EVM Assessments

Performance Profile



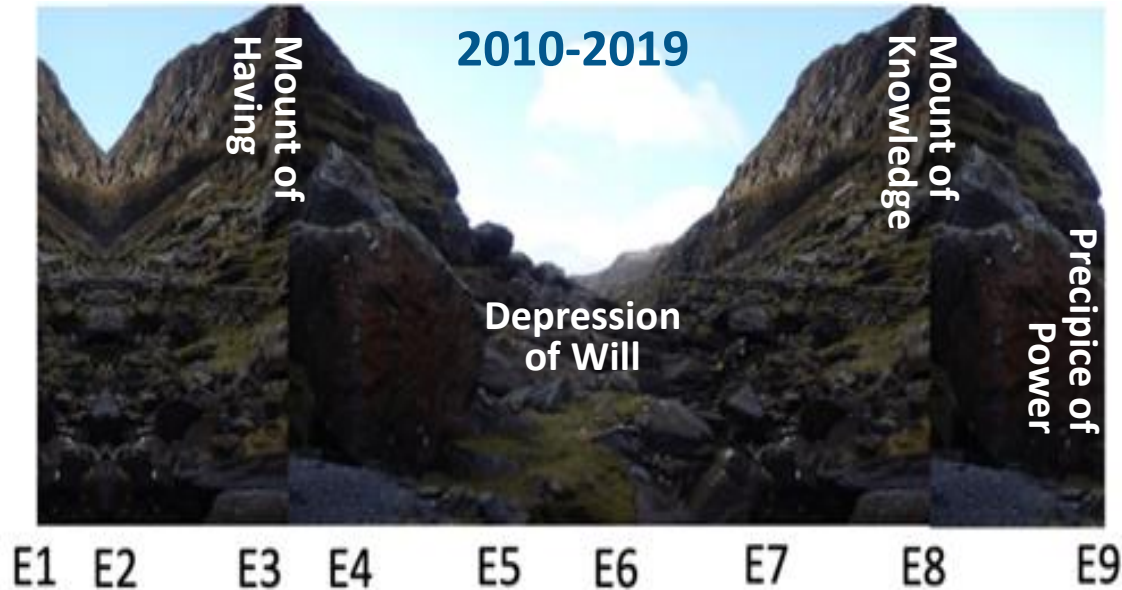
Comparing the two curves above the bars, we could see the same contours taking shape:

- **Two mountains:** input criteria (E3, E4, E8)
- **A depression:** process criteria (E5, E6, E7)
- **A precipice:** criterion E9 / M1-4 (Support functions)

During the period 2019-2023, we see that mountains have been flattened:

- Process criteria slightly increased (by 6% on average)
- **Input criteria slightly decreased (by 1-2%).**

Analogy in the sake of illustration



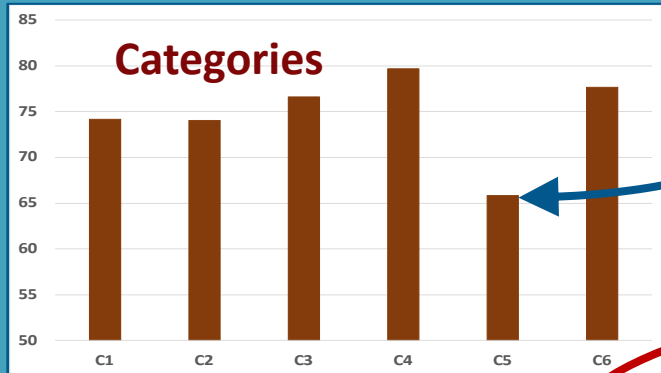
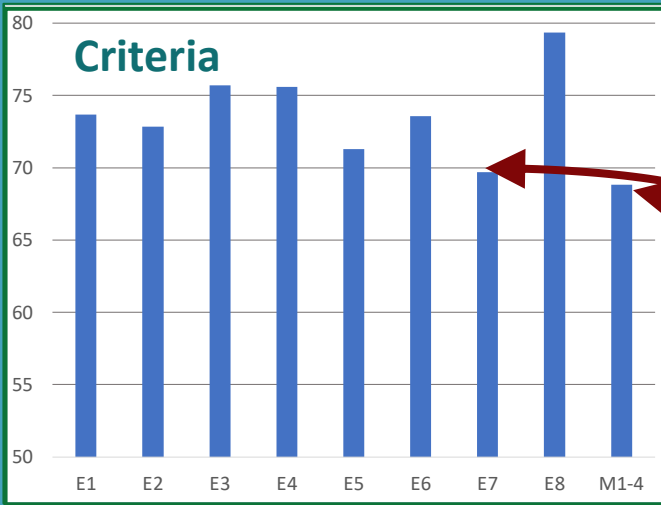
We do observe:

The **gap** between the mountains (input criteria) and the depression (process criteria) was **reduced**.

But why:

- Scores of input criteria decreased ?
- The depression persists as process criteria still continue to score lower ?

Emergency to act



a) Distribution (E7) score is low: 70%

b) Management (M1-4) scores are low: 69% (average)

c) Policies & Procedures (C5) score is low: 66%

Availability is low in the countries: 50%

The 3 causes above are all linked to
HUMAN FACTOR!

Reason: Managers continue to **NEGLECT** behavioral components of management

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To succeed you must cater for **both structural and**

ts!

To reverse this situation, **priority** must be given to **leadership and people skills** in our training, advocacy and sensitization programs for both **program & supply chain managers.**

Behavioral Management Components

Management methods

Power & Leadership

Risks & Rewards

Culture & Attitude

Trust & Commitment

Solution: Revitalize management functions!

Revitalized management functions

However, this is not happening because **supportive / management functions still continue to obtain the lowest scores** despite a slight progress: from 59% in 2017-2019 to 69% in 2019-2023



The "Depression of Will" is filled.

Take-home Message

NEW PARADIGM

**IN TRAINING, ADVOCACY &
SENSITIZATION PROGRAMS FOR
MANAGERS AND DECISION-MAKERS,**

**Give priority to
leadership & people
skills in order to
kindle staff motivation
at all levels of the iSC.**



THANK YOU !



Thank You!

Modibo Dicko, The Balanzan Institute (TBI)



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2009 to 2023: The evolution of in-country supply chain performance

Dr. Olamide Folorunso, UNICEF Programme Group, HQ

October 17, 2023

2009 to 2023: The evolution of in-country supply chain performance

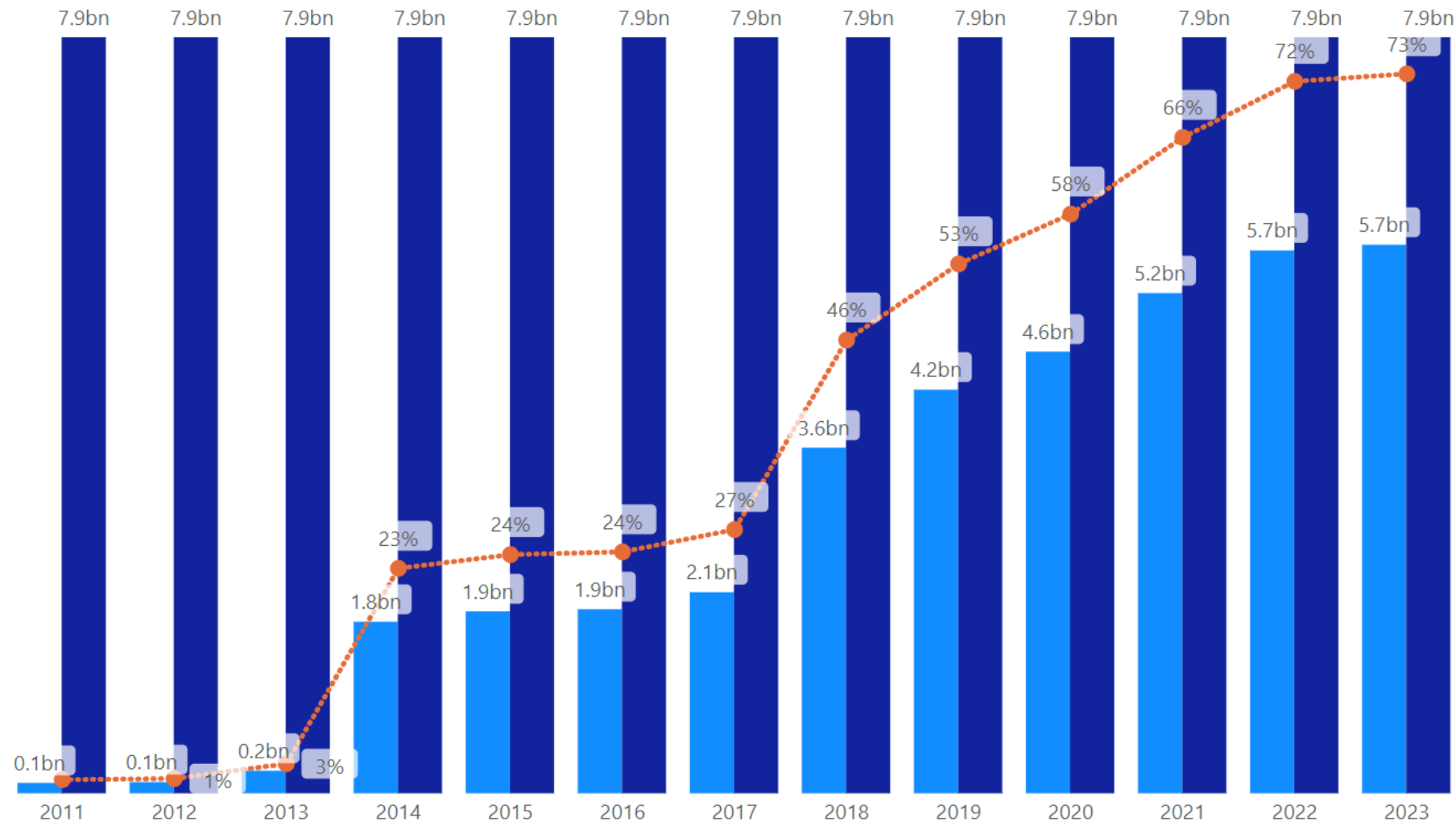


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EVM- A rich history of benchmarking immunization supply chains

Approach implemented in countries representing 73% of global population

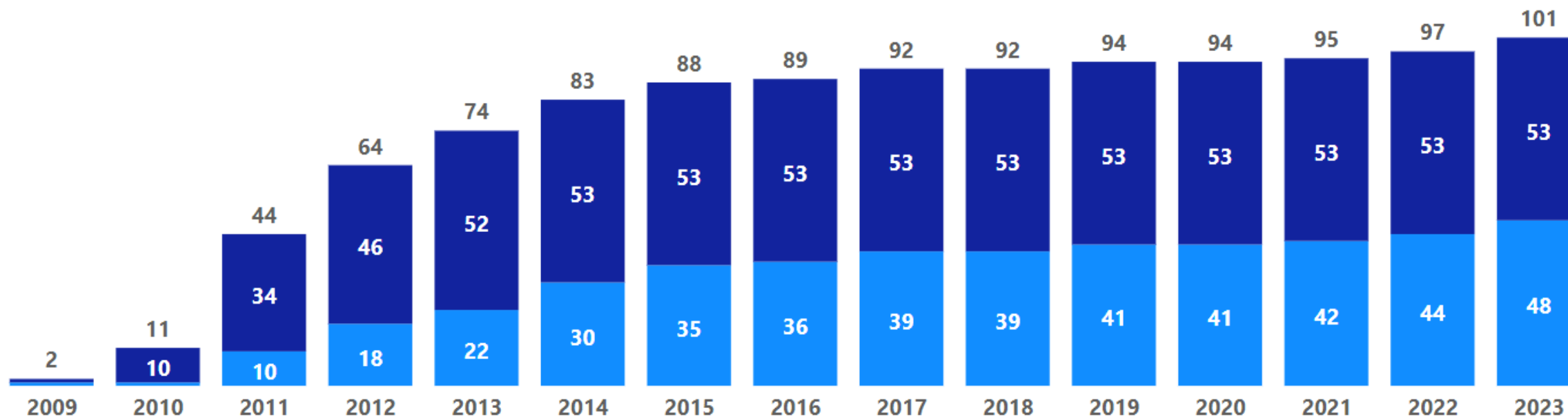
● Cumulative population reach ● Total 2022 population ● Assessment population reach.



As of 2023, EVM assessments have been concluded in **countries covering 73% of global population**

A fairly 'equal' share of Gavi and Non-Gavi Countries have implemented the EVM approach

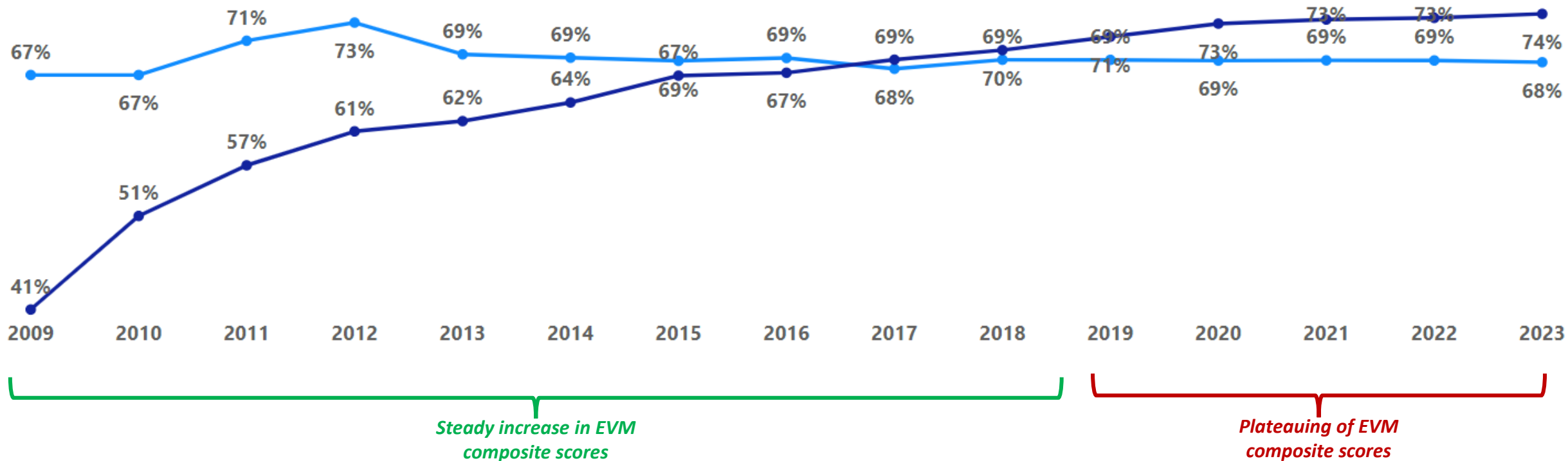
● Non Gavi eligible countries count Running Total ● Gavi eligible countries count Running Total



Steady progress of supply chain performance over the years, plateauing in the last years

Running average composite score by Year and Gavi eligible country

Gavi eligible country ● No ● Yes



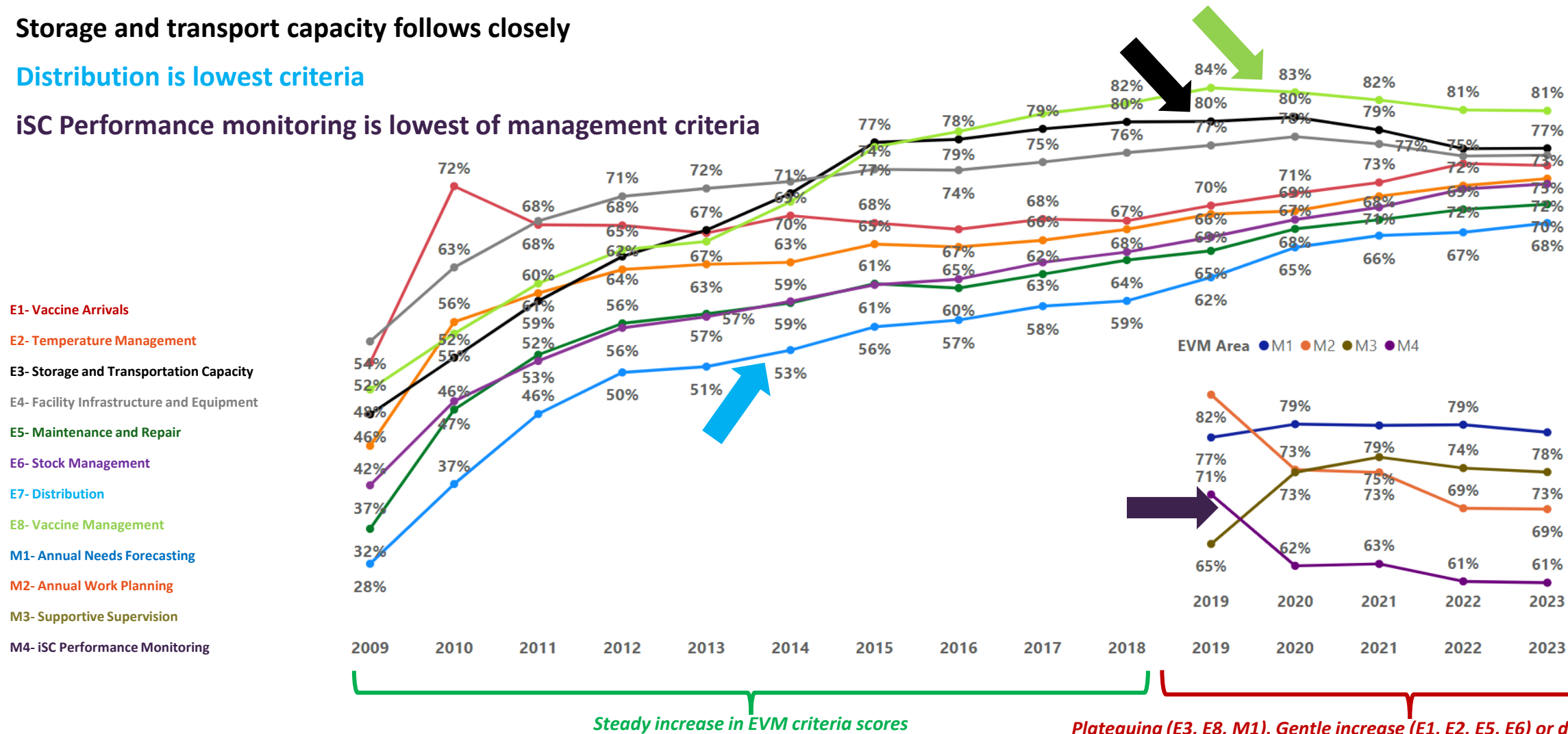
In Gavi-eligible countries, trends show plateauing supply chain performance, with only vaccine management achieving minimum criteria

Vaccine management only criteria achieving a minimum of 80%

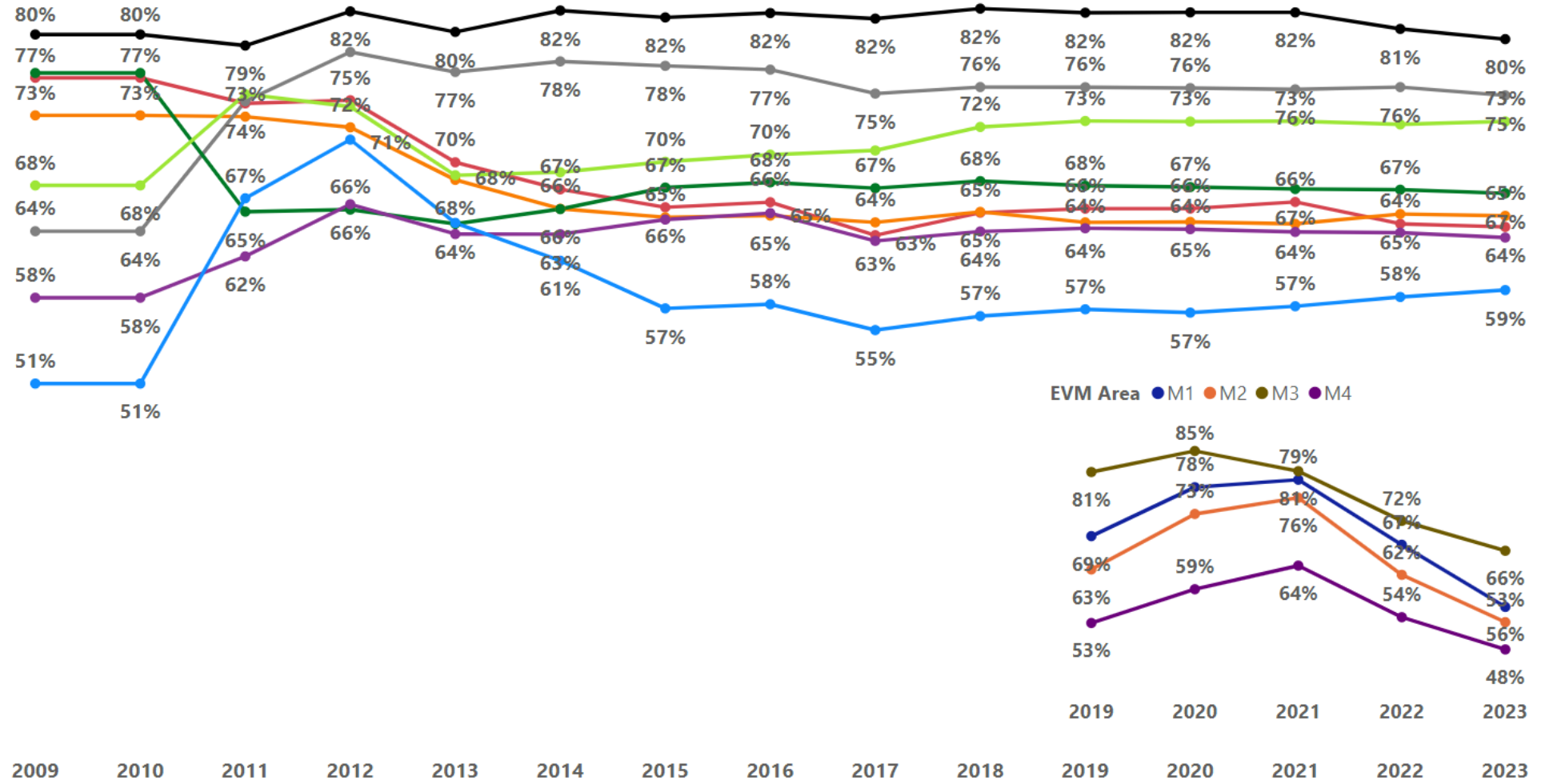
Storage and transport capacity follows closely

Distribution is lowest criteria

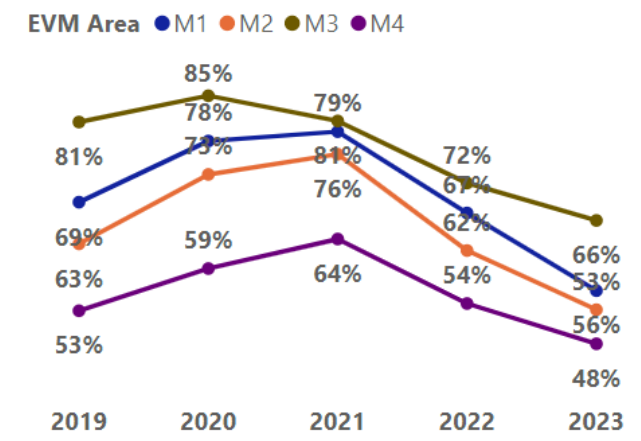
iSC Performance monitoring is lowest of management criteria



Efforts needed in Middle Income Countries (MICs), who are typically non-GAVI eligible



- E1- Vaccine Arrivals
- E2- Temperature Management
- E3- Storage and Transportation Capacity
- E4- Facility Infrastructure and Equipment
- E5- Maintenance and Repair
- E6- Stock Management
- E7- Distribution
- E8- Vaccine Management
- M1- Annual Needs Forecasting
- M2- Annual Work Planning
- M3- Supportive Supervision
- M4- ISC Performance Monitoring

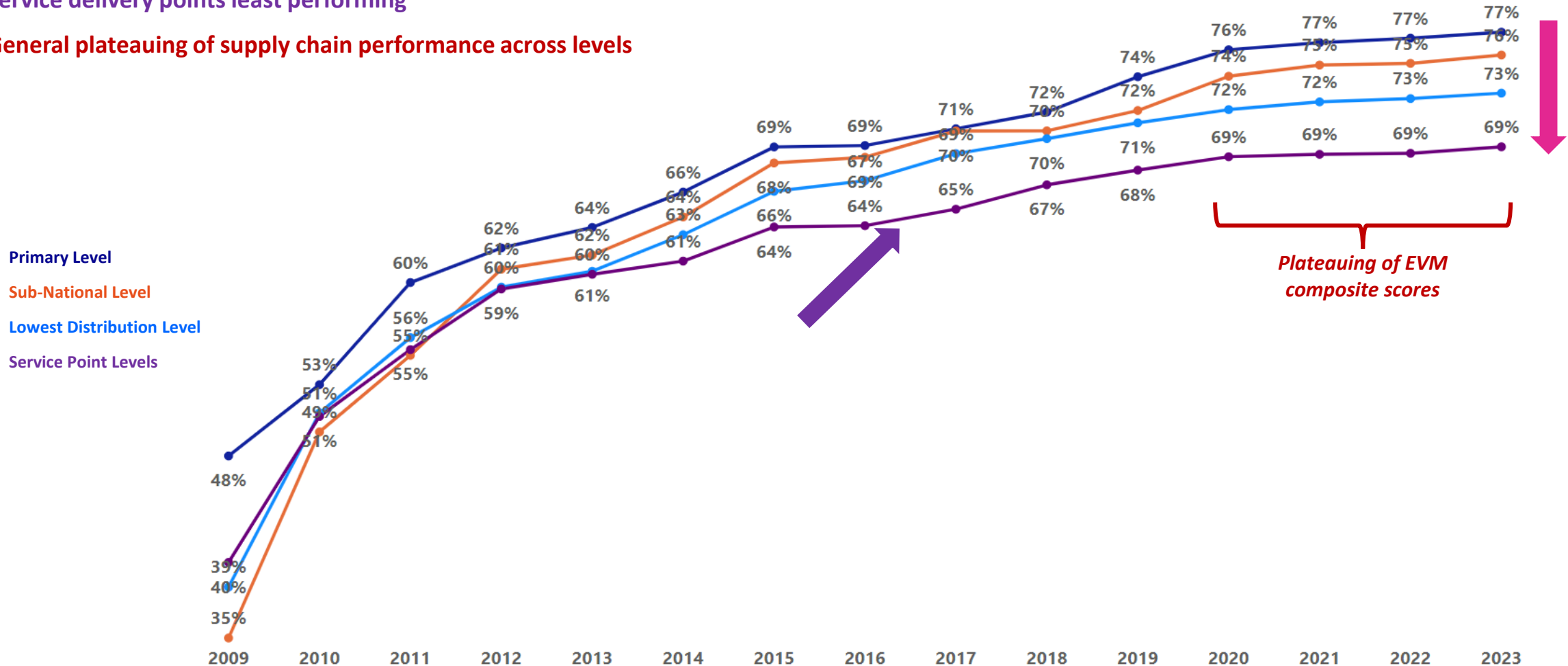


Need to prioritize last mile supply chain investments

Supply chain performance reduces with descending levels of the supply chain

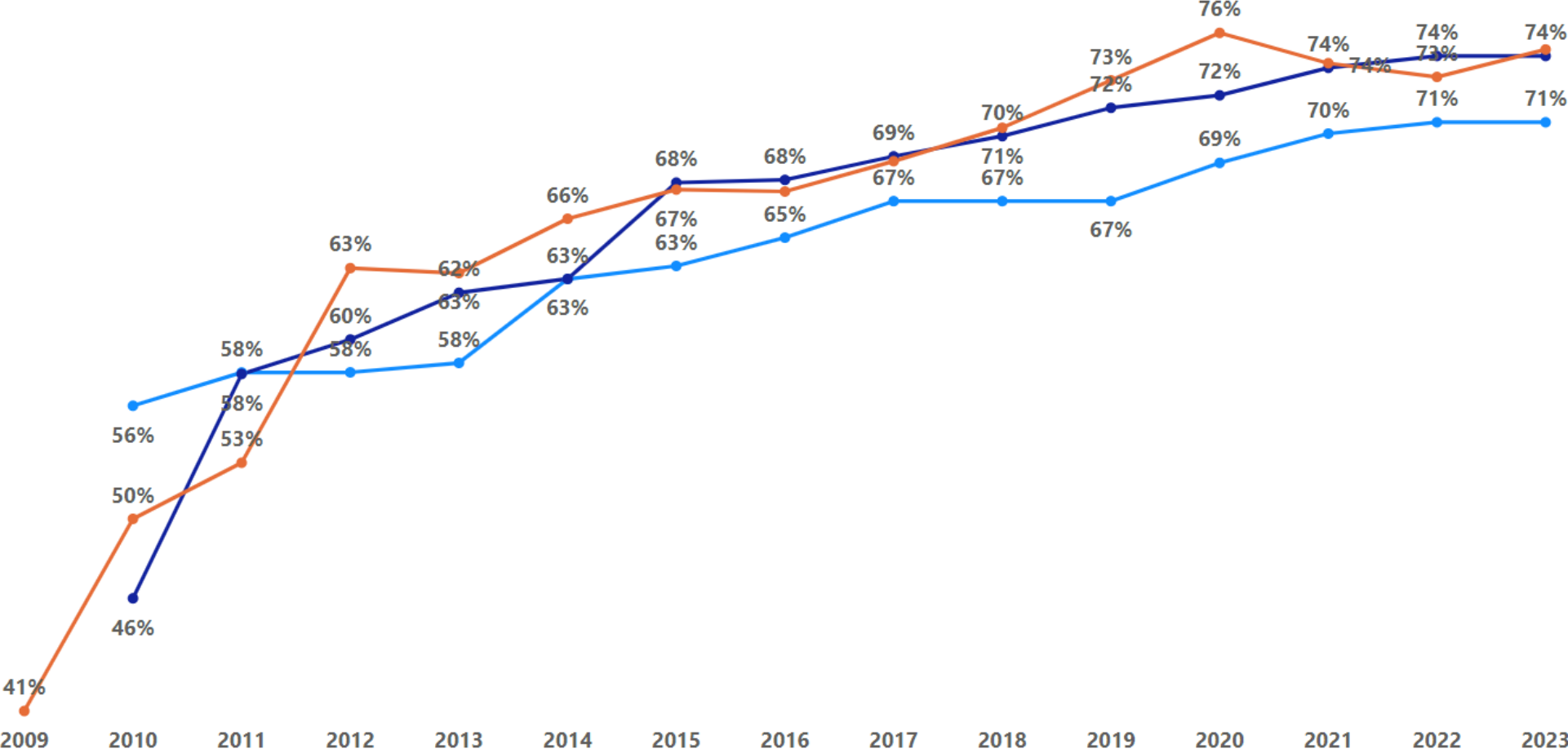
Service delivery points least performing

General plateauing of supply chain performance across levels



More support required for accelerated and preparatory transition phase countries' supply chains

Gavi transition phase ● Accelerated transition phase ● Initial self-financing ● Preparatory transition phase



Supporting countries and partners with easily accessible supply chain performance data- Example country data

Year	E1	E2	E3	E4	E5	E6	E7	E8	M1	M2	M3	M4
2010												
Composite score	78%	68%	78%	64%	57%	60%	54%	77%				
Composite score change from previous assessment												
2013												
Composite score	47%	58%	72%	68%	57%	62%	49%	70%				
Composite score change from previous assessment	-31%	-10%	-5%	4%	0%	2%	-5%	-8%				
2019												
Composite score	86%	76%	79%	74%	82%	81%	76%	85%	77%	94%	90%	77%
Composite score change from previous assessment	39%	18%	7%	6%	25%	19%	27%	15%				

Composite score change first to last assessment in percentage points

E1	E2	E3	E4	E5	E6	E7	E8	M1	M2	M3	M4
8%	8%	1%	10%	25%	21%	22%	8%				

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			ALL CATEGORIES
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			78	88	62	93	82		77
Temperature management	E2			71	83	69		62	84	74
Storage and transportation capacity	E3	92	65		93	74	89	78	97	76
Facility infrastructure and equipment	E4	72	77	83			81	78		76
Maintenance and repair	E5			43	84	66	79	62	84	72
Stock management	E6			84	84	77		68	55	74
Distribution of vaccines and dry goods	E7		91	64	71	54	79	76	89	71
Vaccine management	E8				84	75		64		81
Waste management	E9		68		78	63	84	65	90	77
Annual needs forecasting	M1				81	71		83	54	75
Annual work planning	M2				73	60	84	63	58	70
Supportive supervision	M3	98	99	72	81	72	76	65		74
iSC performance monitoring	M4			83	74	69		48		61
ALL CRITERIA		75	74	77	80	68	82	67	78	74

Facility operations & management Heat-map

Includes a total of 51 assessments (from 51 countries) WHO region: African Region - 26; Eastern Mediterranean Region - 9; European Region - 3; South-East Asia Region - 6; Western Pacific Region - 7. Completion dates range from 2019 to 2023.



Thank You!

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