



# ISC leadership & governance at country level

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**16<sup>th</sup> TechNet Conference**

Shaping a resilient and adaptive immunization program



# **‘The role of leadership and governance in ISC coordination in countries’, using NLWGs experience during COVID-19**

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**16<sup>th</sup> TechNet Conference**  
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# Outline

1

**Introduction/ background**

2

**Leadership and governance platforms (NLWGs) as a tool for ISC coordination in countries**

3

**COVID-19 and ISC coordination: what has the effect been?**

4

**The role of NLWGs in facilitating ISC leadership and coordination during and after the pandemic**

5

**Sample country experiences with NLWG and ISC coordination during the pandemic**

3



# Outline

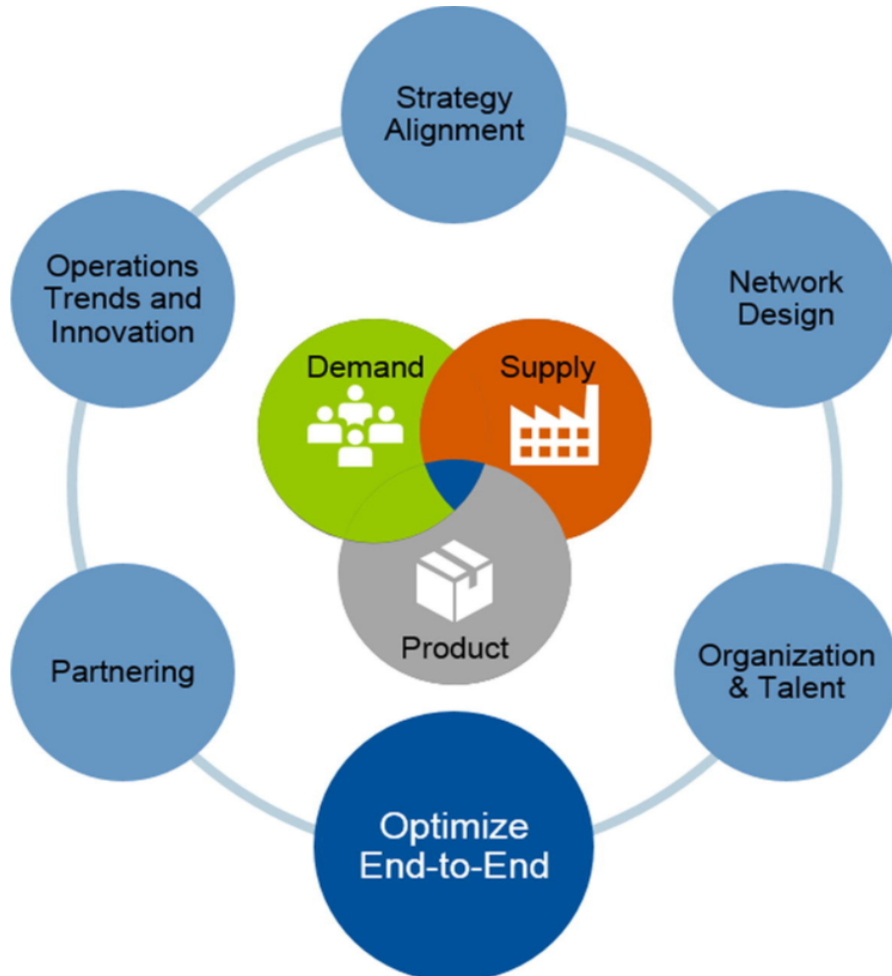
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# Introduction



- ✓ Leadership and governance in building a health system involve ensuring that strategic policy frameworks exist and are combined with effective oversight, coalition-building, regulation, attention to system design and accountability
- ✓ Strong governance in health systems must be guided by competent leaders with a clear vision and the ability to motivate and mobilize other health system stakeholders

# Introduction: Optimize end-to-end supply chain performance through SC leadership



SOURCE: GARTNER (JULY 2015)

## KEY PRINCIPLES FOR SUPPLY CHAIN LEADERS





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# Importance of National Logistics Working Groups (NLWGs)

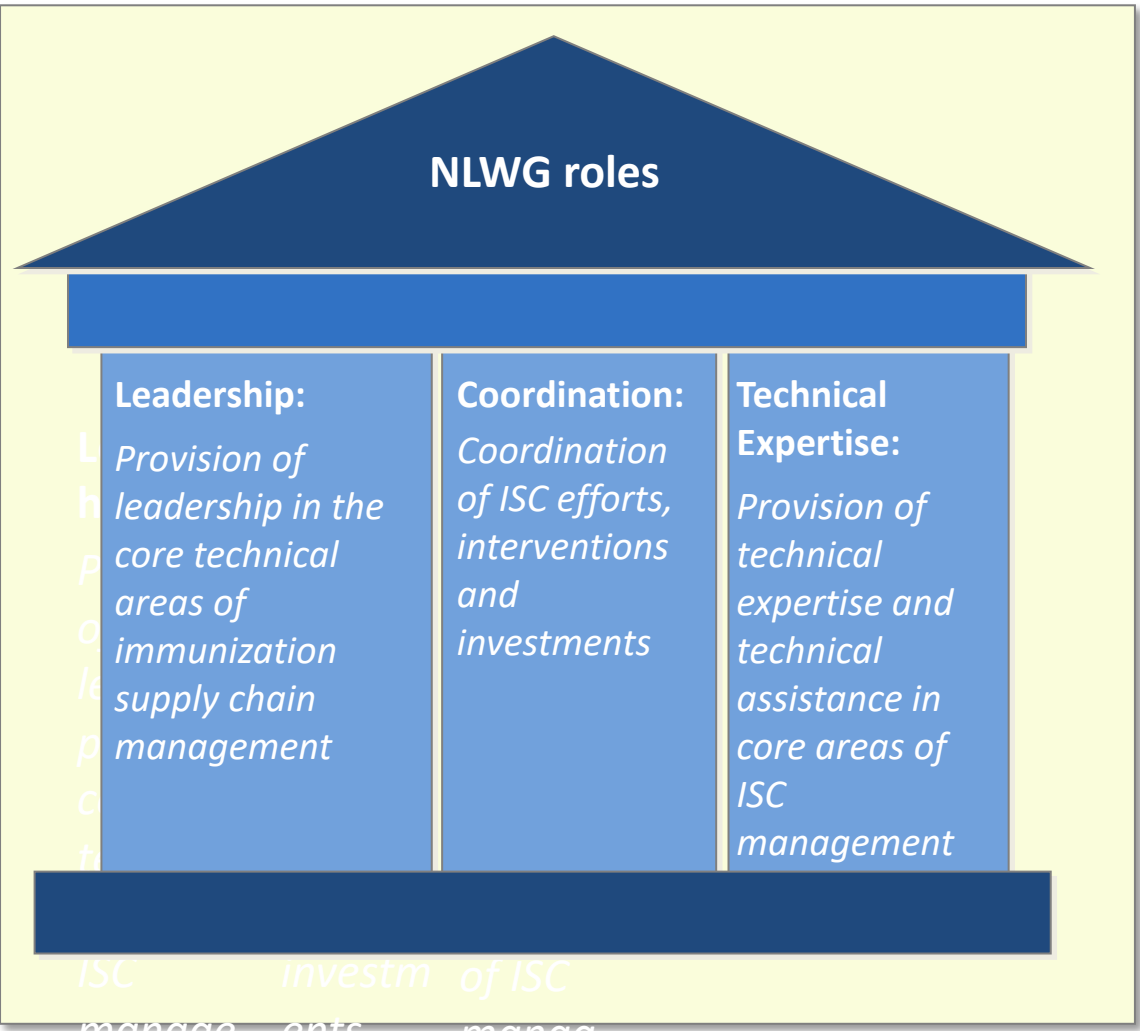


- National Logistics Working Groups (NLWGs) have been demonstrably instrumental as a leadership and governance platform for improving immunization supply chain (ISC) management, decision-making, and accountability at the national level in countries.
- NLWGs are defined as leadership groups and aim to improve coordination among partners in the implementation of national immunization supply chain priorities.
- These working groups are typically part of the Ministry of Health's process to strengthen immunization supply chains with the objective of achieving continuous improvement in vaccine efficacy, availability, and supply chain efficiency/resilience.
- During the challenging moments of COVID-19 pandemic, the role of the NLWG as a leadership and coordination platform has been made more apparent as countries were trying to coordinate their ISC efforts and maintain ISC operations and services.





# NLWGs typically serve 3 main roles for ISC leadership and governance in countries



Which ultimately leads to.....



- 1 Development of evidence-based recommendations for ISC improvement
- 2 Improved exploration of innovation opportunities in ISC
- 3 Improved dissemination of information to stakeholders, including lessons learnt
- 4 Identification and overcoming of supply chain bottlenecks impeding program progress
- 5 Optimal utilization of ISC human and material resources


SOURCE: "Supporting National Logistics Working Groups, Toolkit and Guidance", The WHO-UNICEF immunization supply chain and logistics hub



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# The effect of COVID-19 on Immunization Supply Chain coordination in Countries



- The COVID pandemic caused a significant strain on the immunization supply chain due to logistics disruption and limitations resulting from physical distancing, overstretched workforces, flight cancellations and trade restrictions.
- Immunization programmes in countries recorded modified scheduled immunization sessions as well variable vaccine demand and supply, a serious concern in countries battling outbreaks of measles, cholera and polio while responding to COVID-19 cases.
- The WHO/UNICEF joint statement on maintaining routine immunization during COVID-19 highlighted the need to sustain immunization services during this pandemic.



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# NLWGs can support the ISC leadership and governance during the pandemic in various ways...(1)



Role	Activities
<p data-bbox="168 421 224 464">1</p> <p data-bbox="180 735 440 953">Immunization Supply Chain program leadership and coordination</p>	<ul style="list-style-type: none"><li data-bbox="512 439 2479 625">▪ <b>Sustain ISC program management and coordination</b> through development and implementation of a continuity plan which includes mechanisms to enhance coordination of actions, without duplication, across all partners to support maintenance of essential ISC operations, and gradual resumption of full operations as soon as the public health situation with COVID-19 permits.</li><li data-bbox="512 639 2479 732">▪ <b>Maintain oversight and provide guidance on immunization supply for routine immunization and supplemental immunization activities</b> in line with the current public health situation with COVID-19.</li><li data-bbox="512 746 2479 839">▪ <b>Ensure protection of health, supply and logistics workforce</b> as part of infection prevention and control measures.</li><li data-bbox="512 853 2479 946">▪ <b>Provide guidance</b> ensuring adequate capacity (part- or full-time, depending on context) to manage, implement <b>and regularly review the continuity plan for ISC activities</b>.</li><li data-bbox="512 961 2479 1053">▪ <b>Review and revise immunization supply chain (ISC) workplan to accommodate disruptions</b> and changes caused by the pandemic response.</li><li data-bbox="512 1068 2479 1189">▪ <b>Advocate with the national authorities to include basic iSC tasks (regular reporting, cold chain maintenance, vaccines stock management activities) as essential services</b> to be maintained during the response to COVID19 outbreak.</li><li data-bbox="512 1203 2479 1282">▪ <b>Utilize remote and collaborative working tools to monitor the various workstreams</b> and facilitate real-time communication.</li></ul>

# NLWGs can support ISC leadership and governance during the pandemic in various ways...(2)



Role	Activities
<b>2</b> ISC planning	<ul style="list-style-type: none"><li>▪ <b>Plan for the resumption of and sustenance of immunization activities as soon as the COVID-19 situation allows</b> by outlining activities that will be followed and the different scenarios that may play out.</li><li>▪ <b>Develop plans and budgets for resumption of outreach sessions, vaccination campaigns and new vaccine introductions</b> (where applicable), during the pandemic.</li><li>▪ <b>Plan for the procurement and mass distribution of the COVID vaccine</b> when it becomes available.</li></ul>
<b>3</b> ISC partnerships	<ul style="list-style-type: none"><li>▪ <b>Leverage on ISC partnerships</b> to address challenges in supply and logistics <b>towards possible integration of immunization supply chain with that of other health commodities post-COVID-19</b> accordingly to relevant policies.</li><li>▪ <b>Track and amplify ongoing support provided by member organizations</b> represented in the NLWG, ICC and NITAG for COVID-19 response .</li><li>▪ <b>Leverage cooperation with other non-immunization development partners and the private sector during the COVID-19 response</b>, to pitch for their inclusion into the NLWG.</li></ul>



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# NLWGs in COVID response: Lesson Learned in Countries



Selected countries: DRC, Cameroun, Madagascar, Kenya, Ethiopia, Nigeria and Afghanistan

- 1** **Coordination:** Country leadership and coordination for routine and emergency supplies using in-country data and digital collaboration platform among government and development partners
- 2** **Capacity building:** Training, supportive supervision and Infection prevention and control (IPC) for staff  
**Behavioural Change Communication (BCC):** Social mobilization among in-country partners to drive demand for immunization services
- 3** **Planning:** Forecasting, supply planning and stock management for routine immunization, campaigns, catch-up vaccination in line with revised annual immunization plan.





# Panel discussions

## Selected countries: Rwanda & Cameroon

- What are *the key lessons learnt from COVID-19 pandemic disruptions* that your country would have benefited to continue building supply chain resilience through stronger leadership and coordination?
- What *should the National Logistics Working Group (or its equivalent) be doing in preparing in-country supply chain operations and services coordination* to effectively and efficiently introduce an eventual COVID-19 vaccine in your country?





Q/A session





*Thank you for your attention*



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