

Effective Vaccine Management (EVM) – How to develop a Continuous Improvement Plan (cIP)?

Guidance Note Version 1.0 – February 2018

Supplement 2: Situation analysis

What is a situation analysis?

A situation analysis is a summary of the recent Effective Vaccine Management assessment (EVMA) report as well as other available assessments, including the EPI review, cold chain inventory, new vaccine readiness, and Human Resources (HR) capacity assessment. It should provide a succinct analysis of the strengths and weaknesses of the supply chain and opportunities for improvement. It should also show changes from past EVMA scores, the implementation status of previous improvement plans, and the overarching context of the immunization programme and the health system.

Why conducting a situation analysis?

A situation analysis provides a starting point for discussion and ensures that all participants at the cIP workshop (described in subsection 2.3.2 of the cIP Guidance Note) are working with up-to-date evidence on the status of the supply chain and can identify the root causes of the problems (with a root cause analysis – see supplement 6 to the cIP Guidance Note), devise improvement targets, strategies and activities for the cIP, based on a common understanding of the current context.

When should a situation analysis be conducted?

The situation analysis should be conducted after the EVMA has been completed. It should be disseminated to cIP workshop participants at least one week prior to the cIP workshop.

Who is responsible for conducting the situation analysis?

The situation analysis should be credible and convincing to EPI programme. Some countries have asked the EVM lead assessor to summarize the situation analysis on behalf of the EPI team and the members of the NLWG. Other countries have commissioned a local technical assistance partner or an academic institution to complete the task, as these institutions are frequently engaged to do the same for HSS grant proposals.

The table below shows examples of assessments, plans and contexts that can be analyzed as part of the cIP, and details where inputs, information and data can be found:

Assessments, inventories and reports	Where to find them
National EPI review	<ul style="list-style-type: none"> National EPI programme
EVMA reports and EVM improvement plans (IPs), including details of EVM implementation	<ul style="list-style-type: none"> National EPI programme, or WHO and UNICEF country offices
Up-to-date cold chain equipment inventory (CCEI), including expansion and equipment rehabilitation requirements	<ul style="list-style-type: none"> National CCEI, if available CCE OP application EVMA reports Logistics management and information system (LMIS) Procurement plans and records
New vaccine supply chain readiness assessment	<ul style="list-style-type: none"> EVMA reports Applications for introduction of new vaccine to Gavi, WHO, UNICEF, etc. cMYP Gavi HSS applications
HR capacity assessment	<ul style="list-style-type: none"> EVMA reports Gavi HSS applications cMYP Health sector HR assessments Health sector multi-year strategies
Temperature monitoring assessment of the cold chain	<ul style="list-style-type: none"> Recent temperature monitoring study Temperature monitoring system data
Transportation network design assessment	<ul style="list-style-type: none"> EVMA reports Supply chain assessments (USAID, etc.) and strategic plans
National immunization and health sector strategies, policies and priorities	<ul style="list-style-type: none"> EPI annual plan EPI multi-year plan National health sector multi-year strategy cMYP Gavi HSS strategy Other health commodity supply chains strategies/assessments
Equity assessments	<ul style="list-style-type: none"> National EPI programme

In the past, many EVM improvement plans recommended conducting these analyses, but as they are meant to *inform the cIP* rather than be a product of it, they need to be carried out *before the cIP workshops*. The situation analyses should lead the stakeholders into a detailed discussion of root causes. For more information on the root cause analysis that should be conducted during the cIP workshop, please see Supplement 6 to the cIP Guidance Note.

Analyzing EVMA results to define cIP strategic areas of improvement

As mentioned in the cIP Guidance Note, the cIP describes a multi-year strategy for iSC-strengthening by setting goals and activities developed and prioritized according to the six supply chain essentials and in line with the three supply chain objectives of availability, quality and efficiency. The table below illustrates the framework underpinning this cIP approach:

			Supply Chain Objectives (SCO)			Performance	
Supply Chain Essentials (SCE)			Availability	Quality	Efficiency	Baseline EVM Score	Target EVM Score
SCE 1	System design	Immunization supply chain system design				35%	80%
SCE 2	CCE/CCEM	Cold chain equipment and management optimization				55%	80%
SCE 3	Temperature	Temperature				45%	80%

	Management	management during storage and transport					
SCE 4	Transport systems	Efficient transportation systems up to the last mile				25%	80%
SCE 5	Human resources	Skilled human resources for effective vaccine management				55%	80%
SCE 6	Information systems	Logistics information systems for management				45%	80%
Baseline EVM Score			55%	65%	45%	55%	
Targets EVM Score			80%	80%	80%		80%

Figure 1: Analyzing EVM assessment results to define cIP strategic areas of improvement

Ideally, the cells from this table would be filled with key prioritized interventions that would raise baseline performance levels estimated from an EVM assessment towards given targets.

In the newer versions of the EVM assessment tool (versions 2.0 and above), it will be possible to automatically generate EVM scores in these ways. For older versions of the assessment tool (EVMA1.0) such scores will need to be calculated manually. Please refer to subsection 1.2.2 Aligning EVM assessment results with the six supply chain essentials for more information.

This type of analysis helps to understand where the iSC is in relation to a desired state for availability, quality and efficiency, and what SCE need to be strengthened. It is based on this analysis that goals for the cIP can be developed. It is important to note that a cIP does not necessarily require a goal for every one of the six SCE. If a specific SCE is already showing scores that meet or exceed the target, the priority may need to focus on those that are underperforming.