



TechNet-21

The Technical Network for
Strengthening Immunization Services



Strengthening immunization supply chains with the Effective Vaccine Management (EVM) assessment tool

Webinar series

June 2022

We are TechNet! www.technet-21.org



Established by WHO and UNICEF in 1989, we are a global network of immunization professionals committed to strengthening immunization services by:



Building relationships



Sharing knowledge



Coordinating activities



Our goal

To improve immunization services

by **bringing together** immunization professionals
at **every level**
in **every country**
from **every sector**



Our community

5,000+ immunization professionals, from 100+ countries, come together on our technet-21.org website to:

- Connect & make new contacts
- Ask questions, provide answers, share knowledge
- Join specialist communities of practice
- Participate in upcoming events
- Search for guidance & browse key publications curated by global experts



EVM

Setting a standard for the
vaccine supply chain

What is Effective Vaccine Management (EVM) and why is it so important?

Souleymane Kone (WHO)

Michelle Seidel (UNICEF)

Dan Brigden (WHO)

Olamide Folorunso (UNICEF)

02/06/2022

Welcome to the first webinar in this four-part series



1. What is Effective Vaccine Management (EVM) and why is it so important?
Now!
2. Planning and delivering an EVM assessment - who, when and how?
09/06/22 15h CET
3. Developing, implementing and validating a successful continuous improvement plan (cIP)
16/06/22 15h CET
4. What does EVM tell us about the evolution of immunization supply chains from 2010 to 2022?
23/06/22 15h CET

Agenda for today



1. Welcome – Souleymane Kone (WHO HQ)
2. EVM and IA2030 – Michelle Seidel (UNICEF)
3. EVM as a tool for continuous improvement – Olamide Folorunso (UNICEF)
4. How does EVM work? – Dan Brigden (WHO HQ)
5. Q&A

A global initiative to improve immunization supply chains.

The Effective Vaccine Management (EVM) global initiative provides materials and tools needed to **assess** and **monitor** vaccine supply chains and help countries **improve** their supply chain performance.



EVM

Setting a standard for the vaccine supply chain

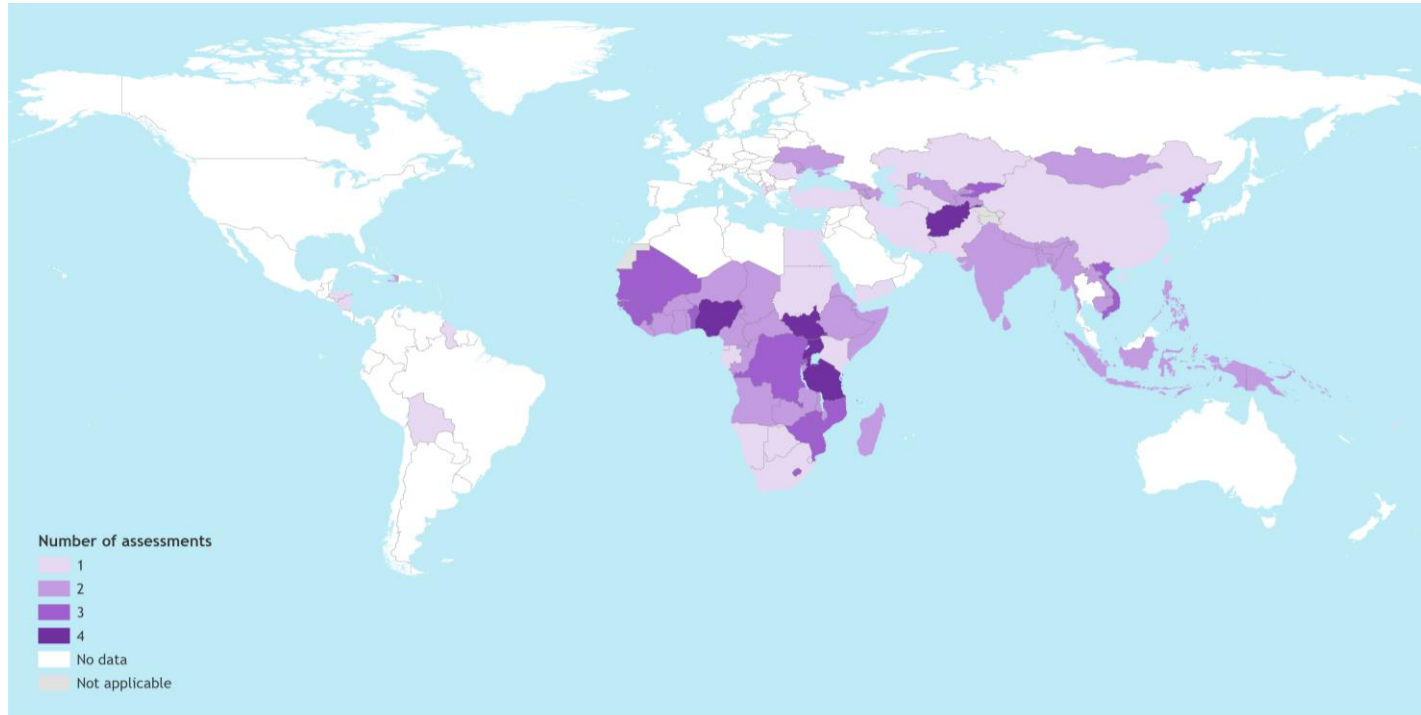


EVM enables countries to strengthen the iSC

When all links in the supply chain are **regularly assessed**, **effectively monitored**, and **continually improved**, the health and wellbeing of people across our country and around the world improves.



161 EVM1 assessments conducted between 2009 and 2020 in 93 countries



The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of WHO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted and dashed lines on maps represent approximate border lines for which there may not yet be full agreement.

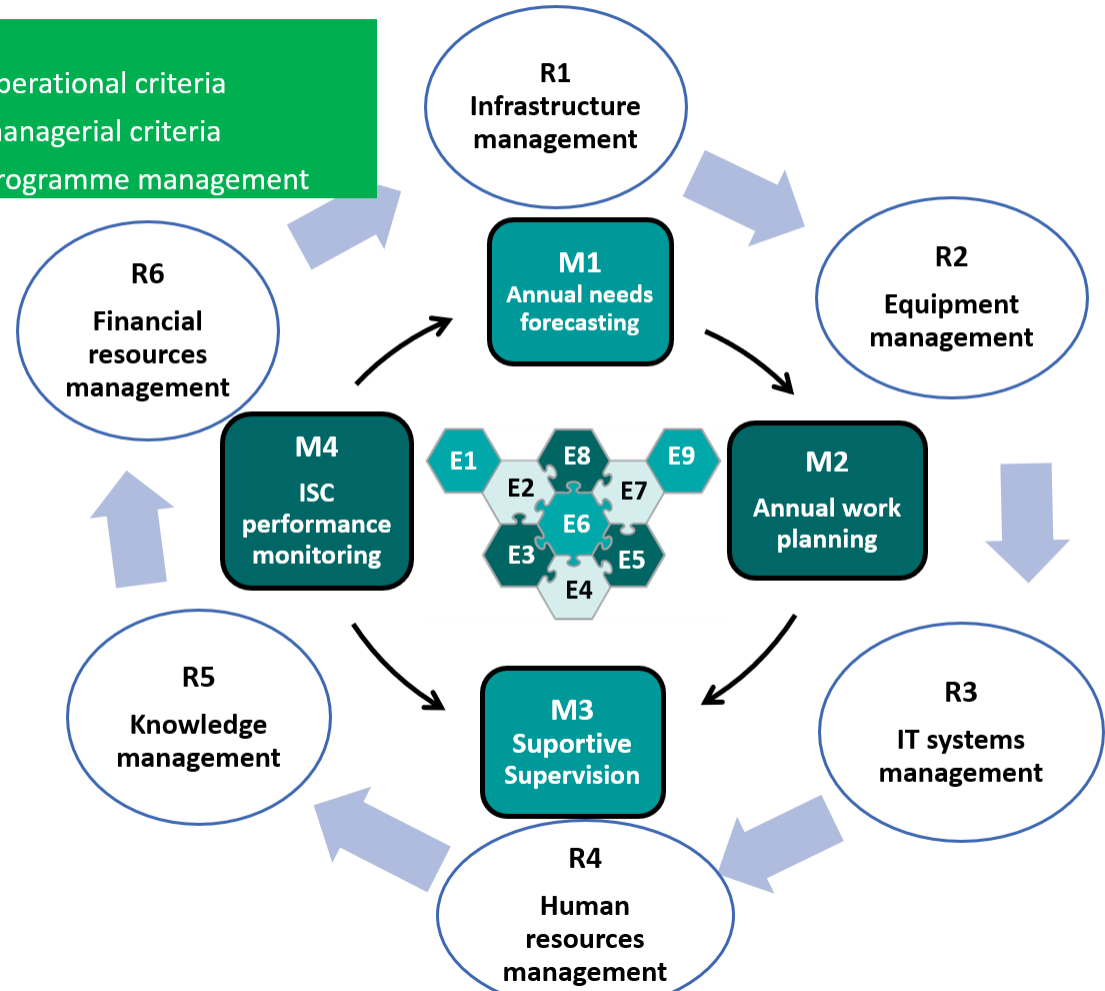
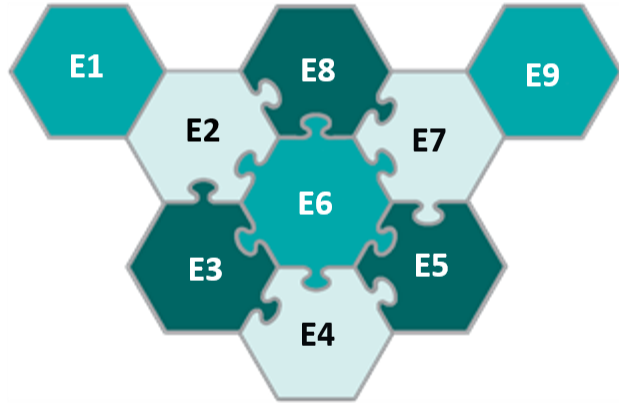
Data Source: EVM Assessments 2009-2020
Map Production: WHO GIS Centre for Health, DNA/DDI

From EVM1.0 to EVM2.0 – an expanded scope

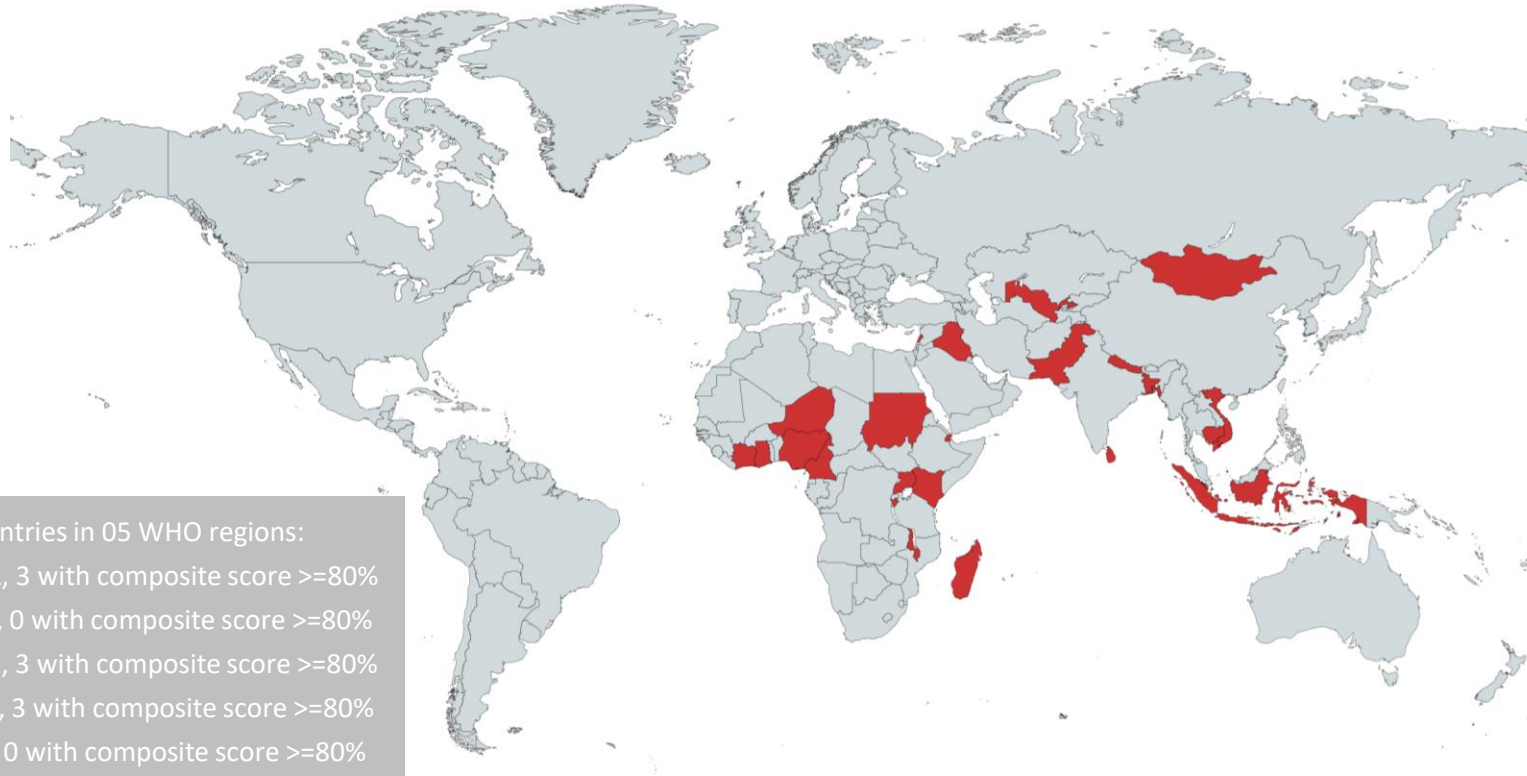
EVM1.0
- 09 operational criteria



EVM2.0
- 09 operational criteria
- 04 managerial criteria
- 06 programme management



Since its release in 2019, EVM2 assessments have been completed in **24** countries, with 10 more underway



24 countries in 05 WHO regions:
10 AFR, 3 with composite score $\geq 80\%$
5 EMR, 0 with composite score $\geq 80\%$
5 SEAR, 3 with composite score $\geq 80\%$
3 WPR, 3 with composite score $\geq 80\%$
1 EUR, 0 with composite score $\geq 80\%$

Bangladesh
Burundi
Cambodia
Cameroon
Côte d'Ivoire
Djibouti
Ghana
Indonesia
Iraq
Kenya
Lebanon
Madagascar
Malawi
Maldives
Mongolia
Nepal
Niger
Nigeria
Pakistan
Sri Lanka
Sudan
Uganda
Uzbekistan
Viet Nam



TechNet-21
The Technical Network for
Strengthening Immunization Services

June 2nd, 2022

The EVM and IA2030, Gavi iSC Strategy and FPP

Michelle Seidel (UNICEF)



EVM
Setting a standard for the
vaccine supply chain

[Immunization Agenda 2030 \(IA2030\)](#)



IA2030 Vision



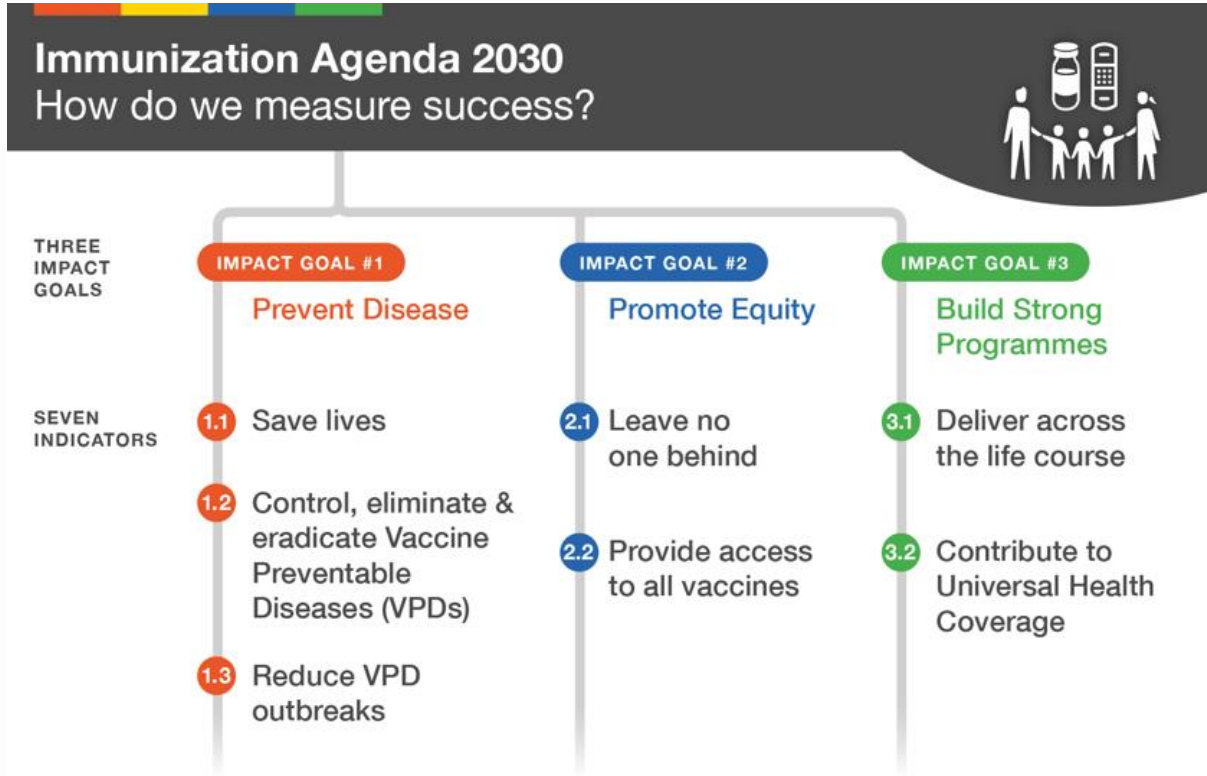
Vision

A world where everyone,
everywhere, at every age...

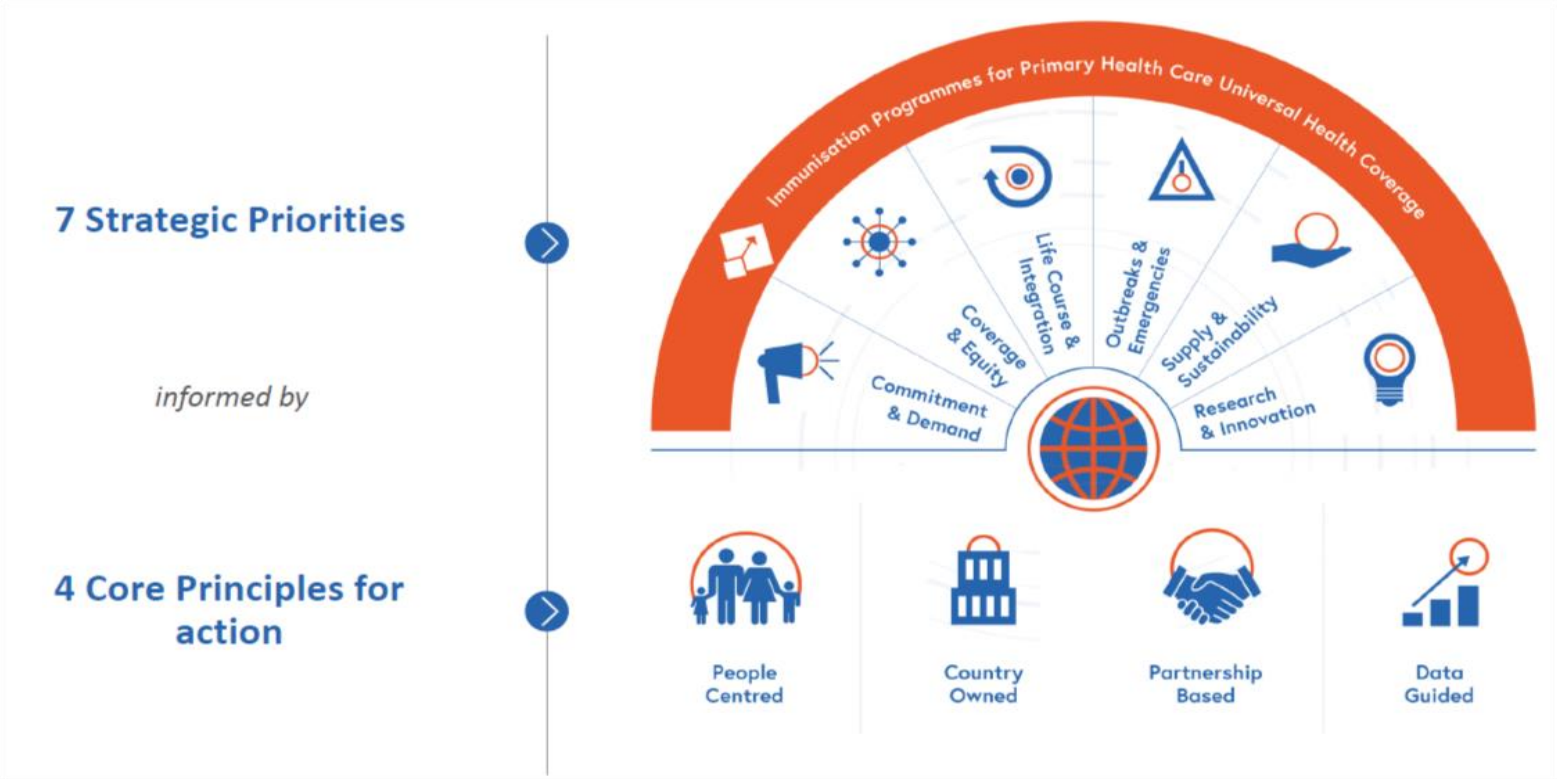
... fully benefits
from vaccines...

... for good health
and well-being

IA2030 Impact Goals



Supply chain is Priority 5 and contributes to other six priorities



The EVM is central to achieving Gavi Alliance iSC Strategy

GAVI 5.0 IMMUNIZATION SUPPLY CHAIN STRATEGY (2021–2025)

TO ADDRESS THIS...

The Challenge

Inconsistent availability of high-quality vaccines and limited reach of vaccine supply chains in underserved populations threaten access as well as immunization coverage and equity outcomes, and put vaccine investments at risk



WE FOCUS ON...

Investment Priorities & Expected Outcomes



Data Visibility & Use

▶ to make real time data available at all levels of the SC and encourage data use by decision makers to improve SC performance



Strategic Planning

▶ to a country-led strategy informed by people's needs, that is adequately financed



System Optimization & Segmentation

▶ to design and optimize supply chains that reach everyone and minimize cost and waste



Capacity Development & Professionalization

▶ to adequately staff all levels of iSC with motivated and competent workforce



Fundamental Infrastructure

▶ to ensure vaccines are stored and transported in well-functioning equipment to ensure quality;



Smart Integration & Harmonization

▶ to integrate and harmonize iSCs with other public health supply chains, program functions and overall health system to maximize resources



TO ACHIEVE...

Impact Goals

- ▶ Extended Reach
- ▶ Vaccine Availability
- ▶ Efficiency
- ▶ Resilience
- ▶ Responsiveness
- ▶ Sustainability



SUPPORTED BY...

Enablers

Country Leadership,
Governance & Stewardship

Domestic &
International Funding

Partner Alignment
& Coordination

Innovation

Private Sector
Engagement

AND FULFILL...

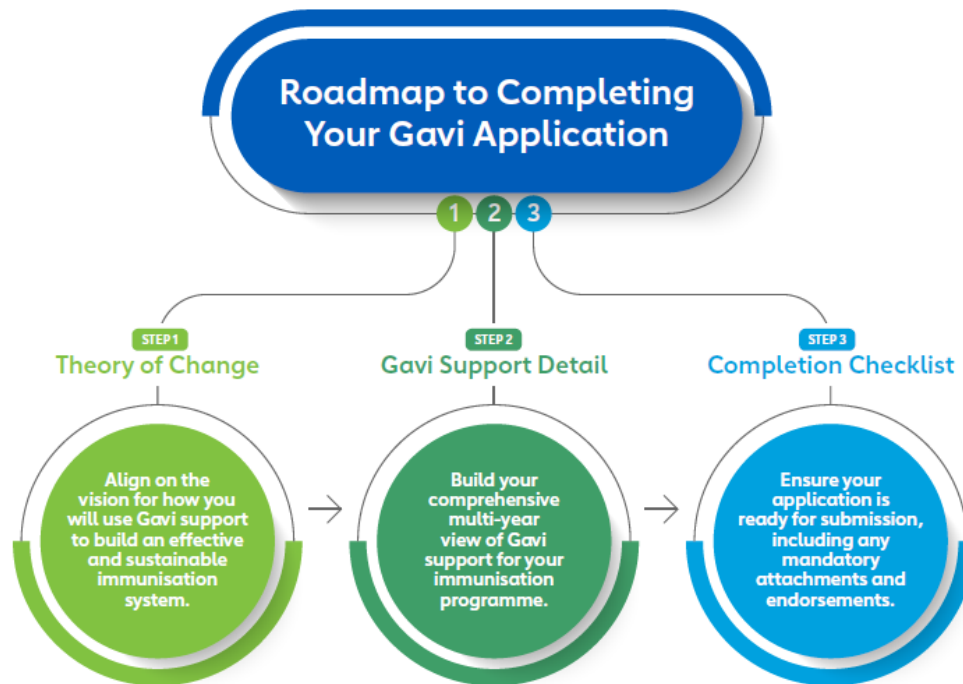
Vision

Strong supply chains enable **DELIVERY OF LIFE-SAVING VACCINES TO EVERY PERSON** when needed, no matter where they are



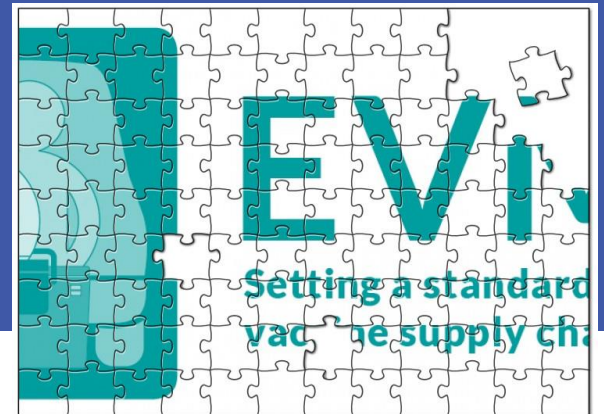
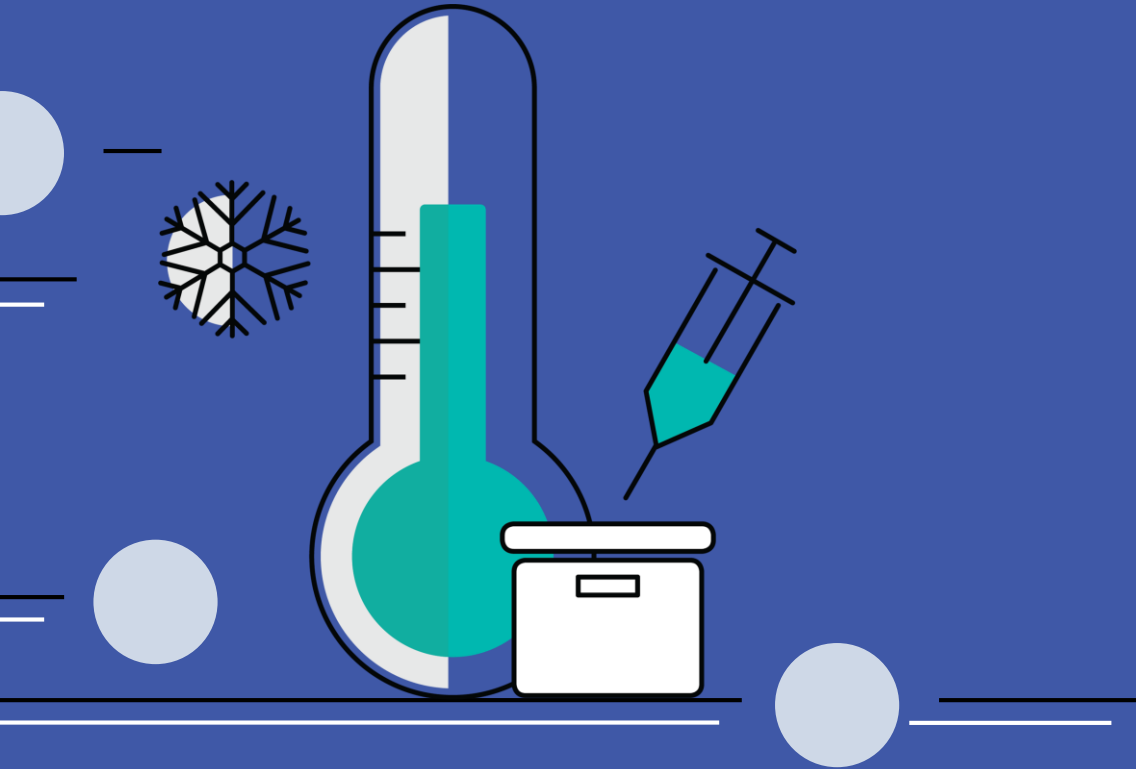
The EVM is key to developing request for Gavi supply chain support through the new Full Portfolio Planning (FPP) process

FPP: The planning process that a country undertakes to request Gavi support, including goals, objectives, and activities



Dan Brigden, WHO HQ
brigdend@who.int

How does EVM work?



What is EVM?



EVM

Setting a standard for the
vaccine supply chain

1. A set of **standards** that together define the optimal immunization supply chain
2. A **questionnaire** that can assess if a health facility meets those standards
3. A **secure website** to create and manage EVM assessments, and to analyze which standards have been met at national or subnational levels
4. A **mobile app** that is used to administer the questionnaire
5. An **improvement planning tool** that can be used to develop a continuous improvement plan (CIP) based on the assessment findings

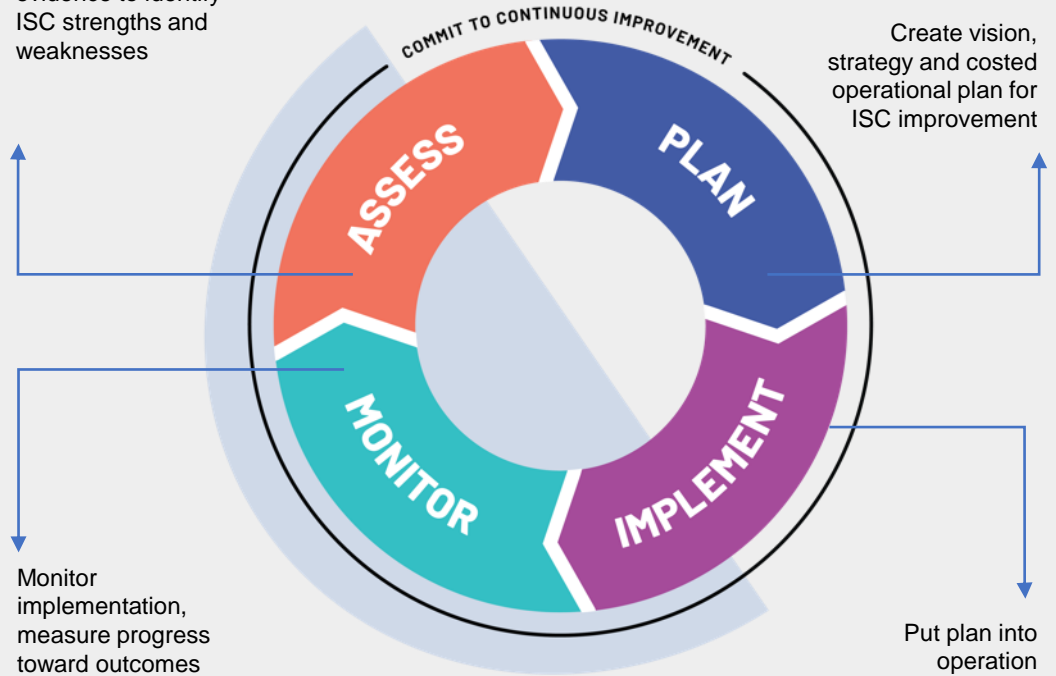
EVM supports continuous improvement

To put it another way...

1. **Assess** your supply chain
2. **Make** an improvement plan
3. **Improve** your supply chain
4. **Ensure** the plan is working

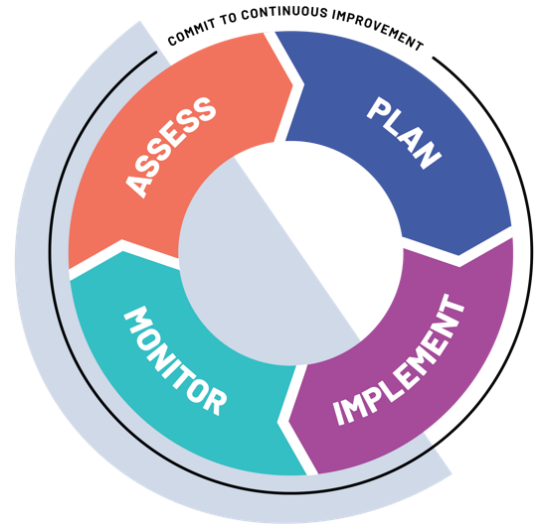
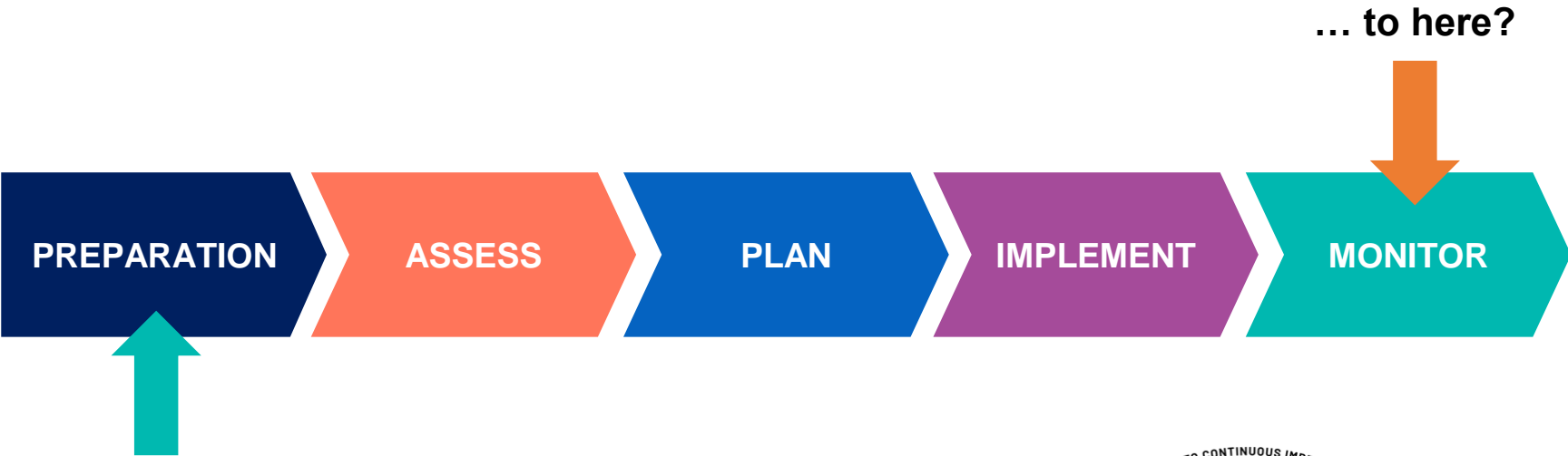
Collect and review evidence to identify ISC strengths and weaknesses

Create vision, strategy and costed operational plan for ISC improvement



Continuous improvement plan (cIP)





Pre-assessment planning



- ✓ Secure necessary funding and HR resources
- ✓ Finalize timeline for all EVM activities
- ✓ Formalize cIP governance
- ✓ Conduct EVM Manager training
- ✓ Complete EVM country set-up
- ✓ Conduct EVM Assessor training

EVM country set-up



PREPARATION

ASSESS

PLAN

IMPLEMENT

MONITOR

Each country has a private EVM web portal hosted by WHO.

All EVM country set-up activities can be completed on the web portal.

Once the set-up has been completed, EVM assessments can be created and delivered.

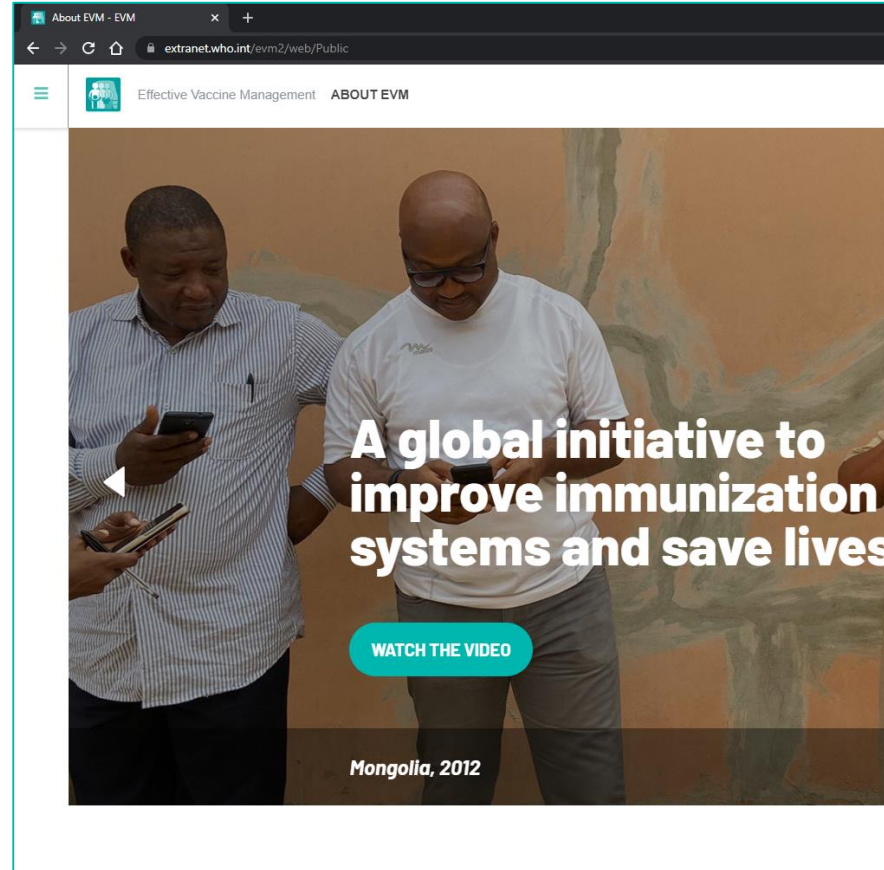
Data collection is conducted using the *EVM Assessor* mobile app – a questionnaire for a health facility is downloaded onto the device and once the assessor has collected the data, the questionnaire can then be uploaded to the WHO database.

Each country has a private EVM web portal

There are four key steps in the county setup process that need to be followed once a country decides to conduct an EVM assessment for the first time:

1. [Get started – create your account](#)
2. [Configure country accounts](#)
3. [Complete setup](#)
4. [Conduct the assessment](#)

Subsequent assessments conducted by a country will be simpler, since steps 1-3 only need to be completed once.



The screenshot shows the homepage of the Effective Vaccine Management (EVM) web portal. The browser address bar displays "extranet.who.int/evm2/web/Public". The page header includes the WHO logo, the text "Effective Vaccine Management", and a navigation link "ABOUT EVM". The main content area features a large photograph of two men in a professional setting, one holding a smartphone. Overlaid on the right side of the image is the text "A global initiative to improve immunization systems and save lives" in a bold, white font. Below this text is a teal button labeled "WATCH THE VIDEO". At the bottom right of the image, the text "Mongolia, 2012" is displayed.

1. Get started

The first step is to designate at least one national EVM manager.

The manager will be the EVM focal point for that country and will be responsible for **managing all other roles in EVM for that country**.

Once the manager has an EVM account, they can sign in to the EVM website and assign the necessary roles to other users.

<https://extranet.who.int/evm2/web>

2. Configure country accounts

By default, an EVM user only has access to My Facilities. They have no role for any country.

The country manager can assign the following roles to an EVM user. A user can have different roles for different countries. For example, the same user can be an assessor for Angola, a country manager for Bangladesh, a subnational manager for California (USA) and an observer for Tajikistan.

Role per country	The user can...
Assessor	<ul style="list-style-type: none">• Be assigned questionnaires as part of an EVM assessment• Download and upload location questionnaires
Manager (national)	<ul style="list-style-type: none">• Manage every aspect of the country's EVM setup and assessments
Manager (subnational)	<ul style="list-style-type: none">• Manage locations and create assessments for specified AUs in a country
Observer	<ul style="list-style-type: none">• View every aspect of the country's EVM setup and performance.• Only view, he cannot edit.

3. Complete setup

Before an assessment can be created, the country manager must perform the following setup tasks.

Task	Purpose
Add administrative units (AU)	To organise the country into at least two subnational levels for reporting purposes, and to assign subnational access (if required)
Add locations	To add health facilities to the EVM database so they can be included in assessments
Add vaccines	To add every vaccine used in the country's immunization schedule, both at national and subnational levels, so that the required storage capacity requirements can be calculated

Let's move
on...



PREPARATION

ASSESS

PLAN

IMPLEMENT

MONITOR



Creating an EVM assessment

With EVM2, countries are in the driver's seat.

Countries can assess **any aspect** of their supply chain, **whenever** they choose.

While a Full, National EVM assessment remains the global benchmark, countries can customize assessments by type, range, sample and scope to meet their needs.



EVM2 assessments come in different flavours

Type – use random site selection or pick locations

Range – choose locations from the entire country or from specific areas

Sample – make a single random site selection for the entire country or individual ones for each province/ state

Scope – assess all EVM requirements or only a subset



Conducting an EVM assessment

EVM Manager

1. Create EVM assessment
2. Assign locations to assessors

EVM Assessor

For each assigned location:

1. Download questionnaire
2. Collect data at health facility
3. Upload completed questionnaire

EVM Manager

1. Review, validate and approve uploaded questionnaires
2. Finalize assessment
3. Analyze results
4. Generate EVM Report
5. Download cIP Development Tool

Streamlining assessment delivery

Countries **manage and deliver their own assessments**, reducing the need for external support.

Once a country has set up their EVM2 system, **any number of assessments can be created**.

The EVM app makes **data-collection easier and quicker**; and ensures that the data collected is complete & error-free.

WHO hosts and maintains the EVM2 software.



	C1	C2	C3	C4	C5	C6
E1						
E2	✓	✗	✗	✓		✗
E3		✓			✓	
E4				✗		✓
E5			✓			
E6	✗			✓	✗	
E7		✓			✗	✓
E8						
E9	✗		✓			

More insights, greater clarity

The EVM2 framework provides greater clarity on every aspect of ISC performance. EVM2 assesses 19 criteria:

- E1-9 Facility operations
- M1-4 Facility management
- R1-6 National programme management

The added criteria provide necessary details to identify and address root problems to supply chain management.

Criterion scores can be analyzed by *input*, *output* and *performance categories*.

Heat-map: This graph presents the criteria and category scores for one or more location in an assessment, or for an entire assessment. Locations to include can be defined by state, district, or supply chain level.

Total number of locations included: 45

Level ✕

All selected (4) ⌵

AU1

All ⌵

AU2

All ⌵

AU3

All ⌵

Location

All ⌵

Assessment

National Assessment ⌵

Criterion type

Facility operations & maintenance ⌵

Apply

Export

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			50	100	85	100	81		83
Temperature management	E2			58	85	39		20	98	68
Storage and transportation capacity	E3	93	60		99	43	100	86	100	75
Facility infrastructure and equipment	E4	85	79	81			83	73		80
Maintenance and repair	E5			38	67	13	88	53	91	65
Stock management	E6			67	91	46		59	70	68
Distribution of vaccines and dry goods	E7		100	40	79	26	84	72	100	69
Vaccine management	E8				89	49		100		71
Waste management	E9		65		73	28	100	62	92	76
Annual needs forecasting	M1				90	81		97	1	79
Annual work planning	M2				92	84	96	74	77	84
Supportive supervision	M3	100	100	85	76	74	20	78		85
ISC performance monitoring	M4			74	60	30		25		44
TOTAL		86	75	68	81	45	95	64	83	72

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AU2

All ⌵

AU3

All ⌵

Location

All ⌵

Assessment

National Assessment ⌵

Criterion type

Facility operations & maintenance ⌵

Apply

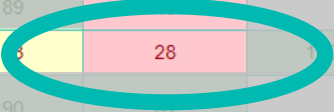
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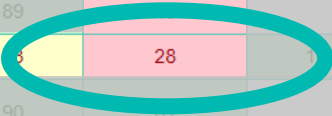
Level		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources	OUTPUTS	PERFORMANCE	TOTAL
All selected (4)		C1	C2	C3	C4	C5	C6			
AU1	Vaccine arrivals	E1		50	100	85	100	81		83
						Requirement	Maximum score			
All	R0324 - The facility has the required SOPs/guidelines for immunization waste management.						1.36	5	98	68
AU2	R0328 - There are safe injection SOPs in the immunization room.						0.29	1	100	75
All	transportation capacity	E2				40				
AU3	Facility infrastructure and equipment	E4	85	79	81		83	73		80
All	Maintenance and repair	E5			38	67	13	88	53	91
	Stock management	E6			67	91	46		59	70
	Distribution of vaccines and dry goods	E7		100	40	79	26	84	72	100
	Vaccine management	E8				89			100	
	Waste management	E9		65		28		100	62	92
	Annual needs forecasting	M1			90	81		97	1	79
	Annual work planning	M2			92	84	96	74	77	84
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AU2						R0328 - There are safe injection SOPs in the immunization room.	0.29	1	100	75
	transportation capacity									
	Facility infrastructure and									
AU3										
						Requirement	Maximum score			
						R0325 - The facility has safe injection SOPs.	1.46	5		55
						R0326 - The facility has SOPs for disposal of sharps waste.	0.31	5		58
						R0327 - The facility has SOPs for management of used vials.	0.29	1		59
	and dry goods									
	Vaccine management	E8			89			100		71
	Waste management	E9	65		8	28		62	92	76
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	TOTAL		86	75	68	81	45	95	64	83



	A	B	C	1	Category code	Code	Parent	Requirement	
1	Category code	Code	Parent	Requirement	43	C2.1.1	R0042	R0039	The facility has sufficient negative cold storage capacity to accommodate the expected maximum
2	C1.1	R0001		The facility has functional means of communication.	44	C2.1.1	R0043		The facility's vaccine cold storage equipment is appropriate for the expected maximum vaccine s
3	C1.1	R0002	R0001	The facility has a functional landline telephone.	45	C2.1.1	R0044	R0043	The facility has one or more vaccine cold rooms.
4	C1.1	R0003	R0001	The facility has reliable mobile phone reception.	46	C2.1.1	R0045	R0043	The facility has one or more vaccine freezer rooms.
5	C1.1	R0004	R0001	The facility has a reliable internet connection.	47	C2.1.1	R0046		Vaccine cold/freezer rooms meet minimum requirements.
6	C1.1	R0005		The facility receives at least eight hours of grid electricity each day.	48	C2.1.1	R0047	R0046	Cold/freezer rooms have dual cooling units.
7	C1.1	R0006		There is a reliable supply of fuel for vehicles for supervision visits.	49	C2.1.1	R0048	R0046	Cold/freezer room cooling units have duty sharing.
8	C1.1	R0007		The facility has access to water, sanitation and hygiene service (WASH).	50	C2.1.1	R0049	R0046	Cold/freezer rooms have voltage regulators.
9	C1.1	R0008	R0007	The facility has an adequate water supply.	51	C2.1.1	R0050	R0046	Cold rooms have automatic defrosting.
10	C1.2	R0009	R0007	The facility has a functional toilet.	52	C2.1.1	R0051	R0046	Cold/freezer rooms have ceiling mounted tungsten filament lights or LEDs with external switches.
11	C1.2	R0010	R0007	The facility has hand washing or hand sanitizing facilities.	53	C2.1.1	R0052	R0046	Cold/freezer rooms can be locked.
12	C1.2	R0011		The store manager's office meets minimum requirements.	54	C2.1.1	R0053	R0046	Cold/freezer rooms can be opened from inside when locked from outside.
13	C1.2	R0012	R0011	The store manager's office is spacious.	55	C2.1.1	R0054	R0046	Cold/freezer room doors have plastic strip curtains.
14	C1.2	R0013	R0011	The store manager's office can be locked.	56	C2.1.1	R0055	R0046	Cold/freezer rooms have door open alarms.
15	C1.2	R0014		The facility is secure.	57	C2.1.1	R0056	R0046	Cold/freezer rooms have power loss alarms.
16	C1.2	R0015	R0014	There is a secure perimeter fence or wall around the compound.	58	C2.1.1	R0057	R0046	Cold/freezer room doors are air-tight.
17	C1.2	R0016	R0014	The facility has 24 hour guard/surveillance.	59	C2.1.1	R0058	R0046	Cold/freezer rooms have shelves or pallet racks.
18	C1.2	R0017	R0014	External doors have locks.					

900+ requirements set the standard for the vaccine supply chain

19	C1.2								
20	C1.2								
21	C1.2								
22	C1.2								
23	C1.2								
24	C1.2								
25	C1.2								
26	C1.2	R0025	R0022	Dry stores have adequate air conditioning..	67	C2.1.1	R0066		The facility has a suitable standby generator.
27	C1.2	R0026	R0022	Dry stores are protected from direct sunlight.	68	C2.1.1	R0067	R0066	The generator can run all of the facility's refrigeration equipment.
28	C1.2	R0027	R0022	Dry stores have shelves, pallets or pallet racks.	69	C2.1.1	R0068	R0066	There is adequate fuel reserve for the generator.
29	C1.2	R0028		The facility has sufficient dry goods storage capacity to accommodate	70	C2.1.1	R0069	R0066	The generator can auto-start.
30	C1.2	R0029		Packing and loading area(s) areas meet minimum requirements.	71	C2.1.1	R0070	R0066	The generator housing is secure.
31	C1.2	R0030	R0029	The vaccine packing area has sufficient space.	72	C2.1.1	R0071	R0066	The generator housing is well ventilated.
32	C1.2	R0031	R0029	The vaccine packing area is close to the vaccine storage areas.	73	C2.1.1	R0072		Long term passive vaccine storage devices comply with WHO/national specifications.
33	C1.2	R0032	R0029	The vaccine packing area is close to the vehicle loading area.	74	C2.1.1	R0073		The facility has sufficient coolant pack storage capacity to accommodate the expected maximum
34	C1.2	R0033	R0029	The vehicle loading dock is raised.	75	C2.1.2	R0074		A warm coat is available for working in cold/freezer rooms.
35	C1.2	R0034		Storage buildings have fire alarm systems.	76	C2.1.2	R0075		The facility has suitable mechanical handling equipment.
36	C1.2	R0035	R0034	Storage buildings have manual fire alarms.	77	C2.2.1	R0076		Transport is always available for scheduled supervision visits.
37	C1.2	R0036	R0034	Storage buildings have smoke alarms.	78	C2.2.1	R0077		Transport is available for scheduled vaccine distribution, collection or outreach.
38	C1.2	R0037		Storage buildings have functional certified fire extinguishers.	79	C2.2.1	R0078		The facility's vaccine transportation vehicles have sufficient capacity to accommodate the expect
39	C1.2	R0038		Buildings have guttering and drainage for rain water.	80	C2.2.1	R0079		Vaccine transportation vehicles meet minimum Road Safety Requirements.
40	C2.1.1	R0039		The facility has sufficient cold storage capacity to accommodate the ex	81	C2.2.1	R0080	R0079	The storage compartment can be locked.
41	C2.1.1	R0040	R0039	The facility has a sufficient total cold storage capacity to accomod	82	C2.2.1	R0081	R0079	The vehicle has a tail-lift.
42	C2.1.1	R0041	R0039	The facility has sufficient positive cold storage capacity to accommo	83	C2.2.1	R0082	R0079	The vehicle has a spare wheel and tyre.
43	C2.1.1	R0042	R0039	The facility has sufficient positive cold storage capacity to accommo	84	C2.2.1	R0083	R0079	The vehicle has a spare wheel and tyre.

Download the **cIP Development Tool**

Once an assessment has been completed, the EVM manager can download an Excel tool to help prepare for the cIP workshop.

The tool includes a list of *every requirement score* from the assessment. EVM managers can use this generate a list of improvement activities that address the weaknesses identified in an EVM assessment.

Let's move on...

PREPARATION

ASSESS

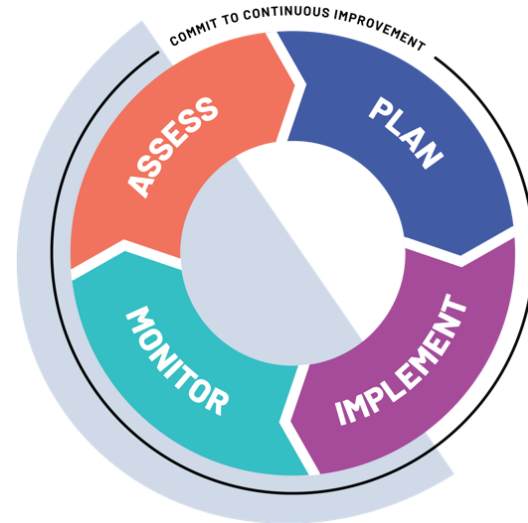
PLAN

IMPLEMENT

MONITOR

Continuous improvement plan (cIP)

EVM





THANK YOU



EVM

Setting a standard for the
vaccine supply chain



EVM as a tool for continuous improvement – Olamide (15 minutes)
June 2nd, 2022

The EVM as a tool for continuous improvement

Olamide Folorunso (UNICEF)



EVM
Setting a standard for the
vaccine supply chain

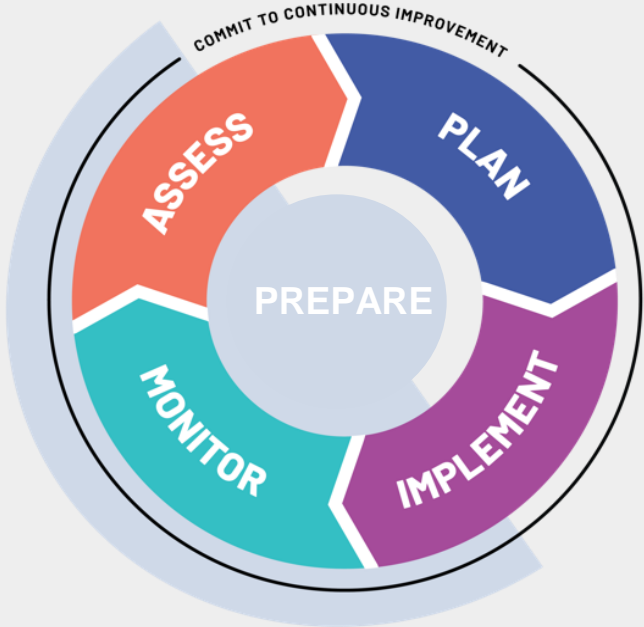


1

EVM mind shift

mainstreaming continuous improvement

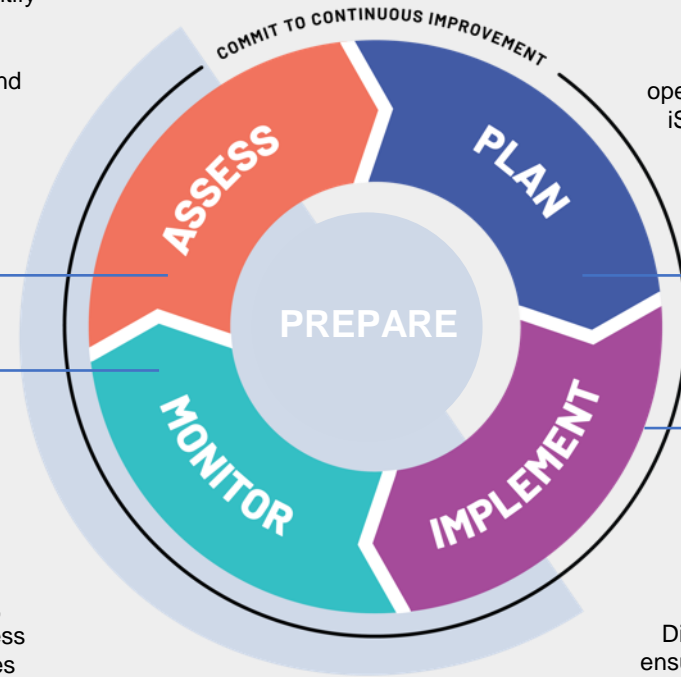
EVM2: shift from an assesment focus to a continuous improvement process



The continuous improvement process

Collect and review evidence to identify iSC strengths, weaknesses, opportunities, and bottlenecks

Create vision, strategy and operational plan for iSC improvement



Monitor implementation, measure progress toward outcomes

Disseminate plan, ensure funding and put plan into operation



2

**Leveraging the
EVMA for
continuous
improvement**

EVM 2.0 assesses 19 criteria across facility operations/management and programme management

Facility Operations: What the facility does (E1-9)

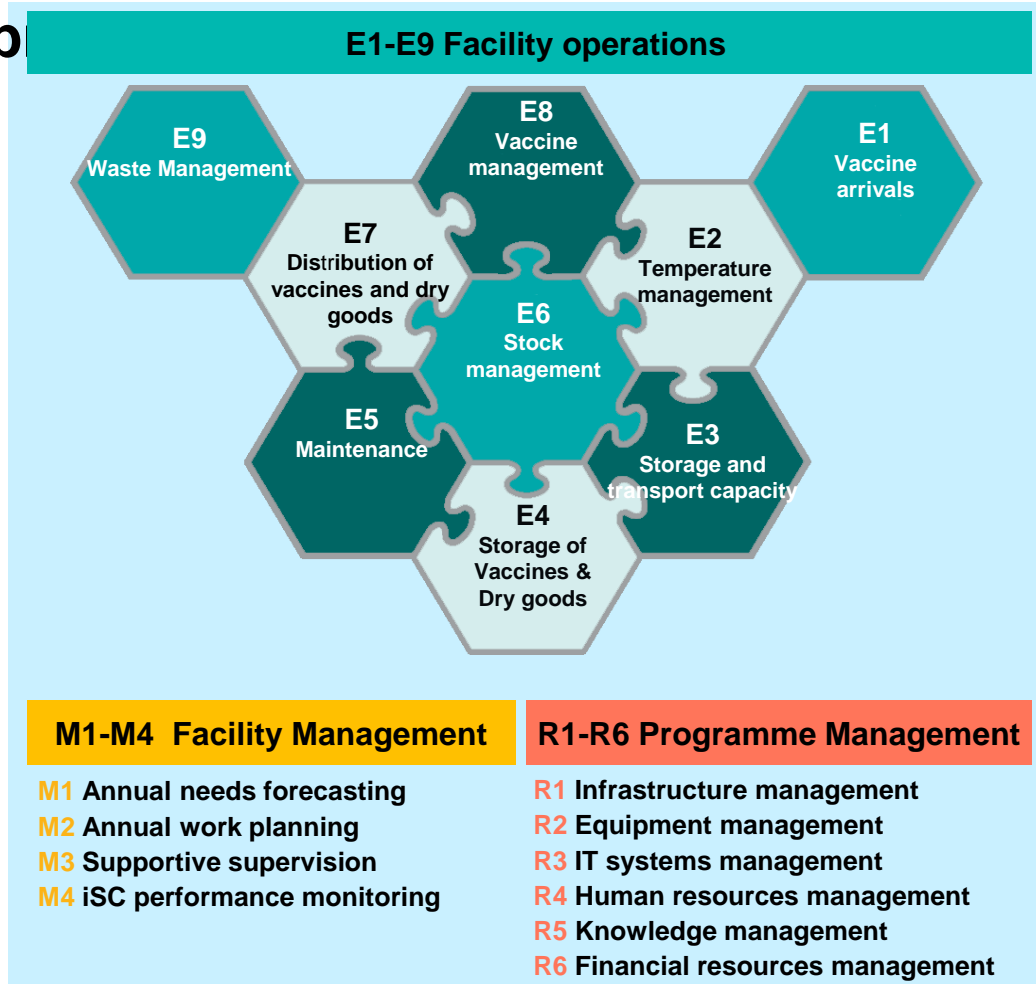
Facility Management: How the facility is managed (M1-4)

Programme Management: How the national immunization programme is managed (R1-6)



EVM

Setting a standard for the vaccine supply chain



From EVM analysis results to improvement actions

The EVM assessment results **reveal weaknesses and leverage points**. This allows corresponding strategies and actions to be developed for each key performance indicator.



Improvement planning is based around EVM assessment scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
Temperature management	E2			81	91	94		73	75	80
Storage and transportation capacity	E3	93	75		91	95	100	79	95	84
Facility infrastructure and equipment	E4	75	83	67			100	87		79
Maintenance and repair	E5			50	96	88	100	70	84	86
Stock management	E6			93	91	97		81	68	85
Distribution of vaccines and dry goods	E7		96	87	69	64	100	86	68	82
Vaccine management	E8				86	86		77		84
Waste management	E9		88		92	77	100	48	96	80
Annual needs forecasting	M1				98	86		68	94	83
Annual work planning	M2				86	61	88	71	30	79
Supportive supervision	M3	95	96	77	91	89	100	69		85
iSC performance monitoring	M4			89	91	89		61		75
TOTAL		78	82	81	90	85	96	72	84	82

Improvements can be planned on Categories' scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
Temperature management	E2			81	91	94		73	75	80
Storage and transportation capacity	E3	93	75		91	95	100	79	95	84
Facility infrastructure and equipment	E4	75	83	67			100	87		79
Maintenance and repair	E5			50	96	88	100	70	84	86
Stock management	E6			93	91	97		81	68	85
Distribution of vaccines and dry goods	E7		96	87	69	64	100	86	68	82
Vaccine management	E8				86	86		77		84
Waste management	E9		88		92	77	100	48	96	80
Annual needs forecasting	M1				98	86		68	94	83
Annual work planning	M2				86	61	88	71	30	79
Supportive supervision	M3	95	96	77	91	89	100	69		85
iSC performance monitoring	M4			89	91	89		61		75
TOTAL		78	82	81	90	85	96	72	84	82

Improvements can be planned on Outputs or Performance scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
Temperature management	E2			81	91	94		73	75	80
Storage and transportation capacity	E3	93	75		91	95	100	79	95	84
Facility infrastructure and equipment	E4	75	83	67			100	87		79
Maintenance and repair	E5			50	96	88	100	70	84	86
Stock management	E6			93	91	97		81	68	85
Distribution of vaccines and dry goods	E7		96	87	69	64	100	86	68	82
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Supportive supervision	M3	95	96	77	91	89	100	69		85
iSC performance monitoring	M4			89	91	89		61		75
TOTAL		78	82	81	90	85	96	72	84	82

Improvement targets can be set for cumulative scores

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			100	100	33	100	74		77
Temperature management	E2			81	91	94		73	75	80
Storage and transportation capacity	E3	93	75		91	95	100	79	95	84
Facility infrastructure and equipment	E4	75	83	67			100	87		79
Maintenance and repair	E5			50	96	88	100	70	84	86
Stock management	E6			93	91	97		81	68	85
Distribution of vaccines and dry goods	E7		96	87	69	64	100	86	68	82
Vaccine management	E8				86	86		77		84
Waste management	E9		88		92	77	100	48	96	80
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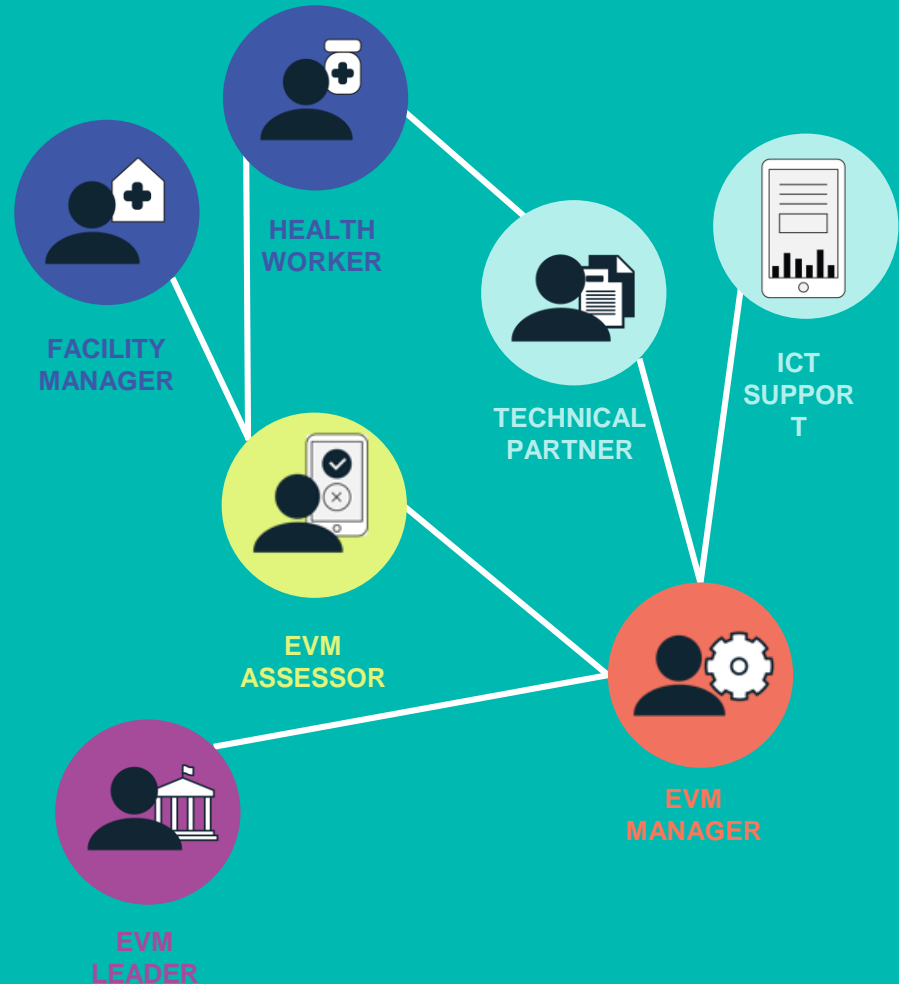


3

Continuous improvement Principles and Tools

Every stakeholder has a stake in the improvement process

The cIP is a **participatory exercise**, it is not simply a national plan, it needs to include province/state decision-makers as well as the key national people: EPI managers, cold chain managers, public health focal points, and key decision makers — both local and national.



Consider relevant global strategies

GAVI 5.0 IMMUNIZATION SUPPLY CHAIN STRATEGY (2021-2025)

TO ADDRESS THIS...

The Challenge

Inconsistent availability of high-quality vaccines and limited reach of vaccine supply chains in underserved populations threaten access as well as immunization coverage and equity outcomes, and put vaccine investments at risk



WE FOCUS ON...

Investment Priorities & Expected Outcomes



Data Visibility & Use
▶ to make real time data available at all levels of the SC and encourage data use by decision makers to improve SC performance



Strategic Planning
▶ to a country-led strategy informed by people's needs, that is adequately financed



System Optimization & Segmentation
▶ to design and optimize supply chains that reach everyone and minimize cost and waste



Capacity Development & Professionalization
▶ to adequately staff all levels of iSC with motivated and competent workforce



Fundamental Infrastructure
▶ to ensure vaccines are stored and transported in well-functioning equipment to ensure quality;



Smart Integration & Harmonization
▶ to intergrate and harmonize iSCs with other public health supply chains, program functions and overall health system to maximize resources



TO ACHIEVE...

Impact Goals

- ▶ Extended Reach
- ▶ Vaccine Availability
- ▶ Efficiency
- ▶ Resilience
- ▶ Responsiveness
- ▶ Sustainability



SUPPORTED BY...

Enablers

- Country Leadership, Governance & Stewardship
- Domestic & International Funding
- Partner Alignment & Coordination
- Innovation
- Private Sector Engagement

AND FULFILL...

Vision

Strong supply chains enable **DELIVERY OF LIFE-SAVING VACCINES TO EVERY PERSON** when needed, no matter where they are



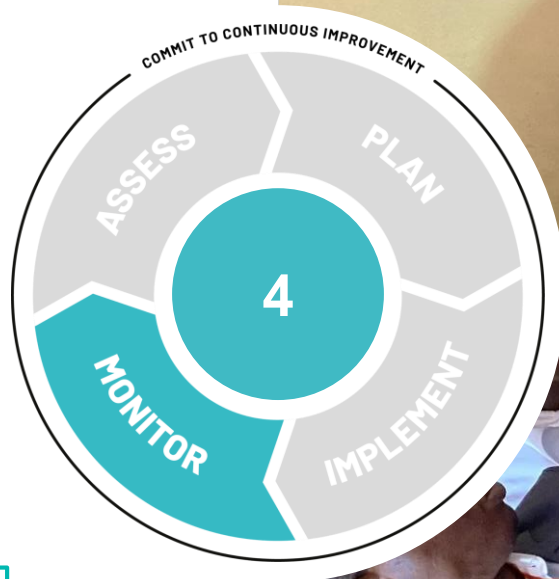
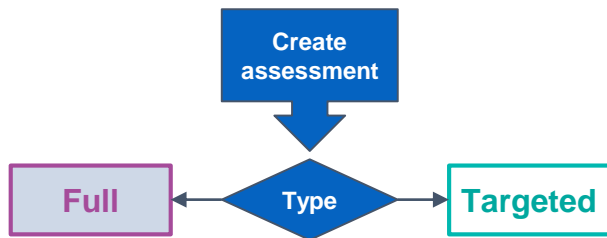
Consider country health and supply chain strategies, goals and assessments

National Health Strategies and Goals

An illustration within a green-bordered box. On the left, the text "National Health Strategies and Goals" is written in green. To the right is a green-tinted illustration of a male doctor in a white coat and blue tie standing next to a woman in a red dress who is holding a baby. They are in a community setting with a tree, houses, and a sun in the background.

Targeted Assessments

Between full national assessments (every 3-5 years), **Targeted assessments** (in parts of the country or select criteria) can be used to **monitor progress** with implementing the cIP



Capacity Building

Each assessment and cIP development provides an opportunity to build the capacity of national and sub-national stakeholders on critical 19 EVM supply chain components

