



STRENGTHENING IMMUNISATION SUPPLY CHAINS

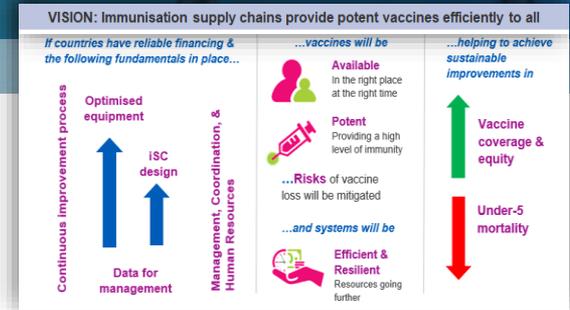
Gavi Immunization Supply Chain Strategy for 2021–2025

Primer Deck Summary

The shift from Gavi 4.0

The 2021 – 2025 Gavi Immunisation Supply Chain Strategy is aligned with Gavi 5.0 and builds on the successes we've had to date.

- Focuses on Gavi 5.0 – Leaving no-one behind and an emphasis on zero-dose and comprehensive vaccine management. Strong supply chains are key to achieving these goals**
- Builds and expands on the five fundamentals in the previous strategy. The new investments priorities are:**
 - more holistic, incorporating key supply chain elements required to attain strategy goals, and
 - boost investments in areas that need the most attention.
- Identifies stakeholders and assigns clear responsibilities, setting accountability at all levels and harmonises partner efforts.**
- Takes a clear measurement approach to enable and monitor progress against the 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 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



What are the types of challenges this strategy addresses?

- Expanding immunization programs to include new vaccines and reach more people puts pressure on already constrained supply chains
- Significant progress in supply chain strengthening in 4.0 period in key areas (storage capacity), while others lag behind (information systems)
- Renewed focus under the 5.0 strategy will ensure:
 - supply chains deliver safe and effective and reach the people who need them
 - we protect the investment in vaccines by reducing waste

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



What is the iSC vision?

The vision is the **future state** of iSC that we want to see. To develop the vision statement, a visioning activity, defined as the mental process in which images of the desired future (goals, objectives, outcomes) are made real and compelling, was conducted.

Meaning resilient,
sustainable,
efficient, adaptive

Meaning that supply chains and
availability of vaccines and related supply
are a critical component of ensuring the
delivery of immunisation services

Strong supply chains **enable delivery** of potent life-saving vaccines to
every person, **when** needed, no matter **where** they are.

Meaning that we focus on
equitable access to
immunisation services for
each population segment

Meaning that sufficient
vaccines are available
whenever they are needed in
a timely manner

Meaning that sufficient
vaccines are available
wherever they are needed
in a timely manner

What are the impact goals?

The goals are the **direct changes** we aim to achieve. The goals unpack the vision into tangible outcomes and create a framework around which investment priorities can be made.

EXTENDED REACH

Equitable supply chains extend reach of vaccines to the last mile to serve underserved and zero-dose populations.

VACCINE AVAILABILITY

High-quality vaccines are available in adequate quantities, when and where they are needed.

SUPPLY CHAIN EFFICIENCY

Well-functioning supply chains minimise operational costs and product waste, with interconnected people, systems, and structures in place.

SUPPLY CHAIN SUSTAINABILITY

Government-led supply chains focus on activities that provide immediate benefit without compromising the needs of future generations financially, programmatically, or environmentally.

SUPPLY CHAIN RESILIENCE

Supply chains are agile and prepared to adapt to sudden changes including natural disasters and outbreaks of infectious disease.

SUPPLY CHAIN RESPONSIVENESS

People-centred supply chains respond to the needs and preferences of people throughout their life course.

What are the investment priorities & intermediate outcomes?

Through **targeted investments** in 6 priority areas and by supporting 5 **key enablers** we will achieve our impact goals

1. 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

2. STRATEGIC PLANNING

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

3. SYSTEM OPTIMIZATION & SEGMENTATION

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

4. CAPACITY DEVELOPMENT & PROFESSIONALIZATION

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

5. FUNDAMENTAL INFRASTRUCTURE

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

6. SMART HARMONIZATION

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

What are practical approaches for the strategy to get implemented into action?

Investment Priorities & Areas of Opportunity within the Investment Priorities

Data visibility and use	Capacity development and professionalization	Fundamental infrastructure	Strategic planning	System optimization and segmentation	Smart integration and harmonization
Digitize and integrate information systems (eLMIS, Barcoding, Track & Trace)	Supply chain competencies and structures	Continue support to maintain adequate CCE capacity	Conduct comprehensive supply chain planning	Continuously review and optimise existing systems	Conduct analysis and identify opportunities for integration
Collect, analyse, and use data	Strengthen and apply skills	Integrate temperature and other SC data	Consider various financing approaches	Improve processes, from forecasting to waste management	Develop guidance and evidence for integration
Active vaccine & syringe stock management, including wastage tracking & mitigation	Identify effective incentives & motivators	Invest in appropriate SC resources, either building capacity or outsourcing	Strengthened national and subnational governance mechanisms	Apply approaches from other settings and sectors	Connect broad community of SC actors at national and sub-national levels
Establish a monitoring & accountability framework	Create healthy work environments			Strengthen data-driven forecasting and agile supply planning	

 The comprehensive vaccine management approach supports attainment of the ISC 5.0 strategic vision, and emphasizes a few areas of focus for targeted strengthening within the investment priorities

Please Note: Practical actions for each of the investment priority areas are included in the longer version of this deck.

What are enablers?

Enablers are critical elements that help the Vaccine Alliance, including countries, develop the chosen priorities. Just like the strategic priorities, they **contribute to reaching the final goals** and vision.

COUNTRY LEADERSHIP, GOVERNANCE, & STEWARDSHIP

Country governments are central stewards, providing oversight for the entire supply chain across sectors.

DOMESTIC & INTERNATIONAL FUNDING

Make the most of domestic and international resources with context-specific funding cycles considered.

PARTNER ALIGNMENT & COORDINATION

Coordinate partner support and investments to minimise duplication and achieve collective impact.

INNOVATION

New approaches, tools, and processes strengthen immunisation supply chains.

PRIVATE SECTOR ENGAGEMENT

Engage with and leverage the strength of the private sector as partners in iSC.

How can this strategy be used?

Potential scenarios for use

The iSC Strategy gives national and sub-national stakeholders a framework to plan and execute supply chain improvement strategies. It is meant to be adapted to country and programme contexts.

Programme Planning, Prioritisation, Design & Development

Informs decisions about which interventions to implement given constraints and resources, and guides the development of supply chain strengthening strategies or annual workplans.

Who: Programme and Supply Chain Managers

Assessment, Monitoring & Evaluation

Highlights opportunities for supply chain performance improvement, and provide indicators to evaluate performance

Who: Programme and Supply Chain Managers

Continuous Improvement

Informs the development and implementation of holistic continuous improvement plans informed by findings from routine monitoring and evaluation

Who: Supply chain managers

Advocacy, Learning, & Growth

Creates awareness and helps to advocate for funding for supply chain improvements. Helps prioritise areas for supply chain staff capacity building and development.

Who: National and sub-national stakeholders

Resource Mobilization

Used as a framework for prioritising iSC strengthening needs for domestic and external resource mobilisation.

Who: programme and supply chain managers, national and sub-national EPI and health programme leadership, and parliament members

Who is this strategy relevant for?

Successful implementation of the strategy requires **collective effort** guided by country leadership. The strategy provides a framework for the following actors to take some key actions:



Governments

- developing country-specific iSC improvement strategies
- ensure all actors and partners prioritize iSC strengthening as stewards of the supply chain



Alliance partners, donors and other funders

- defining the priorities, scale and scope of support
- articulating iSC work stream proposals to donors
- evaluating investment priorities and monitoring performance
- flexibly guiding investments according to need



Civil society & academia

- monitoring the quality and value of iSC services
- advocating and lobbying parliament for support



Private sector iSC service providers

- design and development of products and services
- standardization of services across service providers

What changes will we see and how will progress be measured?

CHANGE

MEASURE & TARGETS

METHOD

Increased availability of life-saving vaccines where and when they are needed.

Full stock availability

Average over all reporting countries of the percentage of districts that reported no stock-outs (with full stock availability) for the full year for DTPcV and MCV.



- Measured monthly via LMIS data & DHIS2
- Reviewed by iSC2 bi-annually
- Contributes to IA2030 and Gavi 5.0 strategy indicators
- Reported by UNICEF & WHO

Improved performance of immunisation supply chains

Composite EVM Scores

Average composite EVM score across countries conducting an EVM assessment.



- Measured on an ongoing basis
- Reviewed by iSC2 bi-annually and reported annually
- Reported by WHO

A.Q.E. EVM Scores

The percentage of countries with $\geq 80\%$ score in A-availability, Q-quality, and E-efficiency EVM indicator categories, for countries that undergone an EVM2.



*: subjected to revision after mid-strategy review 2023

What changes will we see and how will progress be measured?

CHANGE

MEASURE & TARGETS

METHOD

Increased investments in iSCs in key priority areas



System Optimization & Segmentation

Number of priority countries that have completed a system design assessment and adopted recommendations, including for last mile delivery into national supply chain strengthening roadmaps



Smart integration & Harmonization

% of countries that have a supply chain strategy / masterplan for the integration of immunization supply chain into the national health commodities supply chain with plans to reach zero-dose population.



Fundamental Infrastructure

of Gavi countries that will have a CCE functionality** rate of 90%



Data Visibility & Data Use

of Gavi countries that have a vLMIS solution and processes for data use



Capacity Development & Professionalization

% of countries that have conducted an EVM2 assessment have a score above 80% in the C4 category : "recruitment, training and knowledge of staff meet EVM standards"



Strategic Planning

of Gavi countries will have conducted an EVM2 and have a cIP – oversight by a functioning NLWG.



- Measured on an ongoing basis
- Reviewed by iSC2 bi-annually and reported annually
- Reported by UNICEF

- Measured on an ongoing basis
- Reviewed by iSC2 bi-annually and reported annually
- Reported by Gavi monitoring and performance management

- Measured on an ongoing basis
- Reviewed by iSC2 bi-annually and reported annually
- Reported by UNICEF

- Measured on an ongoing basis
- Reviewed by iSC2 bi-annually and reported annually
- Reported by WHO

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** Definition of functional CCE: Operable cold chain equipment that protects vaccine potency by maintaining a safe storage temperature range in challenging environmental conditions as defined by WHO PQS specifications. Cold chain equipment will be considered functional unless any of the following criteria met: a. Refrigerator had 5 or more heat alarms of over 10-hour duration (above +8C), b. Refrigerator had 1 or more freeze alarms of over 1 hour duration (below -0.5C), c. Refrigerator had 1 or more heat alarms of 48-hour duration or longer (above +8C)

Further Information

- For more details, [click here](#) for the complete strategy deck
- [Click here](#) for the Gavi Alliance iSC Strategy Landing Page

