

**Comprehensive Vaccine
Management (CVM)**

**Revised Menu of
Options for
Country CVM
strengthening**

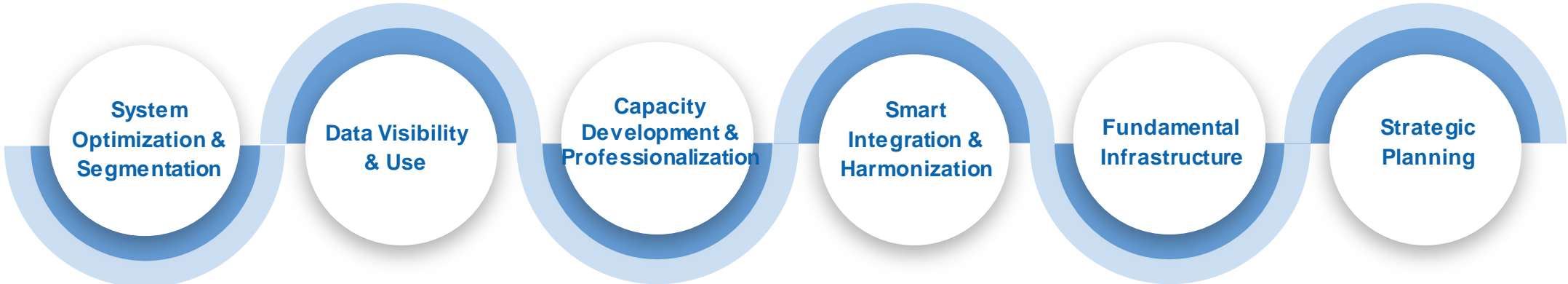


Background

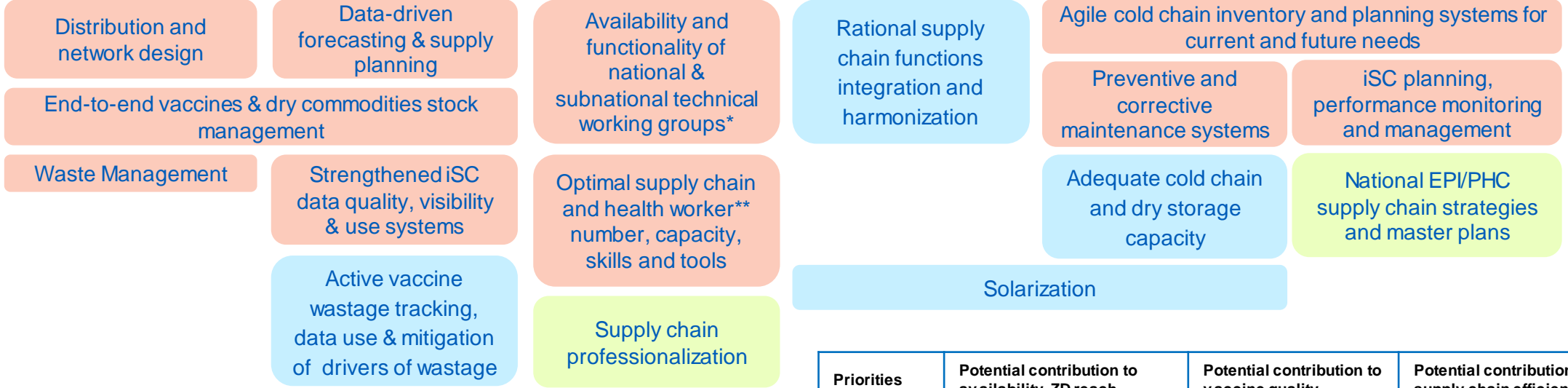
- The Comprehensive Vaccine Management (CVM) approach is aligned with the 2021-2025 iSC strategy investment areas and serves as a vehicle to operationalize the strategy across countries
- The CVM approach is guided by Effective Vaccine Management (EVM) best practices/norms that ensure country supply chain systems achieve set-EVM availability, quality and efficiency performance targets.
- To develop a country-specific CVM package, the **CVM Menu of Options** is required. The **Menu of Options refers to a set of innovative, targeted and established system strengthening interventions to be implemented using available funding levers and technical assistance from all EPI stakeholders.** These interventions if adopted and sustained will result in intermediate outcomes that would achieve the desired goals of the 2021-2025 iSC strategy
- The following slides contain the interventions as outlined in the CVM Menu of Options

The CVM Approach is aligned with the 2021-2025 iSC strategy investment areas and serves as a vehicle to operationalize the strategy

iSC Strategy Investment Areas



CVM Approach Prioritization



CVM Priority One	
CVM Priority Two	
CVM Priority Three	

Priorities	Potential contribution to availability, ZD reach	Potential contribution to vaccine quality	Potential contribution to supply chain efficiency
Priority One	High	High	High
Priority Two	Medium	Medium	Medium
Priority Trois	Low	Low	Low

* Including oversight on annual work planning and supportive supervision
 ** Represents all vaccine handling and management staff

System Optimisation & Segmentation

The Activities & Inputs

Review and redesign systems and processes based on data/analysis to create more efficient SCs that respond to the needs of clients wherever they are

Review product and customer characteristics and conduct segmentation analysis to inform the design of SCs that better reach clients

Establish downstream supply and data-driven distribution planning and implementation systems, including redistribution planning and initiatives *where required*, informed by data

Design and implement alternative delivery mechanisms to reach underserved populations, ZD/missed, HTR, conflict/fragile communities and slums

Continuously review the SC to make design and process improvements to respond and adapt to context changes.

The Intermediate Outcomes

Supply chains are designed to reach everyone

Supply chains are optimized to minimize cost and waste

Supply chains are more reliable and product availability is predictable

The Desired Goals

Vaccine Availability & Reach

High-quality vaccines are available in adequate quantities, when and where they are needed & to serve underserved and zero-dose populations through comprehensive points of access

Supply chain efficiency

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

Supply chain resilience

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

Data Visibility & Use

The Activities & Inputs

Routine monitoring and quarterly reviews of accurate stock (incoming shipment quantities, stock-on-hand, consumption and closed vial wastage data), programme data (vaccine utilisation) and EPI interventions (past, existing and planned) by NLWGs and subnational LWGs

Data-driven and bottom-up forecasting and supply planning based on standard parameters and relevant global goods (buffer, wastage rates), verified country-specific parameters (Wastage Study, Buffer Utilisation Analysis) and triangulation of stock-on-hand, average consumption, available cold chain capacity and upcoming EPI interventions

Disseminate, build capacity and use appropriate inventory and logistics information management systems leveraging technology (e.g., Warehouse, Cloud-based Inventory and Logistics Management Information Systems) to inform operational and strategic decision making

Establish in-country systems for routine monitoring, reporting and reviews of SC data (including cold chain inventory updates, temperature monitoring records, CCE performance data etc.) by NLWGs and subnational LWGs and engaging partners and donors on recommendations

Drive adoption/adherence to the Multi Dose Vial Policy (MDVP) within EPI including establishing representative sentinel vaccine wastage rate reporting mechanisms and reviews by NLWGs and SNLWGs

Undertake Vaccine Wastage Assessments (*including periodic verifications*), based on WHO Wastage Assessment specifications, to determine country-specific wastage rates for use in demand and supply planning

The Intermediate Outcomes

Real-time data are available at all levels of the SC

Data is used by decision makers to continuously improve SC performance

Demand and supply planning process is streamlined and forecasting accuracy is improved

Supply chain is able to autonomously adjust capacity requirements without human error

Stakeholders at all levels of the supply chain are able to adjust operations to adapt to any operational changes

The Desired Goals

Vaccine Availability & Reach

High-quality vaccines are available in adequate quantities, when and where they are needed & to serve underserved and zero-dose populations through comprehensive points of access

Supply chain efficiency

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

Fiduciary risk management

To ensure that funds are used for the intended purposes, achieve value for money and are properly accounted for

Capacity Development & Professionalization

The Activities & Inputs

Establish and/or strengthen functionality¹ of National Logistics Working Groups (NLWGs) (see UNICEF Agora [NLWG Short course](#))

Establish and/or strengthen functionality of subnational LWGs in *at least one or two sub-national supply chain level*, depending on country supply chain structure (see UNICEF Agora [NLWG Short course](#))

Strengthen government's supply chain stewardship and oversight role (at national and subnational levels) by appointment of dedicated Supply Chain Managers within EPI

Engage and coordinate Alliance partners and (as necessary) a diversified landscape of partners to provide appropriate and quality technical assistance to countries to deliver the national SC strategy linked to global strategies

Equipping and supporting EPI with required resources to effectively advocate within the civil service for creation of a supply chain professional cadre

Design and deploy supply chain capacity building or workforce development initiatives including learning workshops leveraging different methods of instructional designs

Secure a healthy pipeline of supply chain personnel through engagement of tertiary institutions of higher learning, private sector organizations, regional centres of excellence and technical assistance institutions on supply chain management, EPI and other PHC programmers' capacity building and mentorship

The Intermediate Outcomes

The SC is adequately staffed at all levels with motivated and competent workforce.

Country leadership determines strategic direction for SC

Supply chain decision-making will align with industry standards and benchmarks

Human capital costs can be reduced through securing/retaining a healthy pipeline of SC personnel to avoid resourcing shocks during disease outbreaks and natural disasters

The Desired Goals

Supply chain resilience

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

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 are financially, programmatically, environmentally, and socially sustainable.

Supply chain responsiveness

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

Vaccine Availability & Reach

High-quality vaccines are available in adequate quantities, when and where they are needed & to serve underserved and zero-dose populations through comprehensive points of access

¹ Chaired by government with all country SC partners represented; meets at least once a month; has standing agenda items hinged on effective vaccine management, minutes and follow-up actions; has oversight and accountability for SC management and delivering the country's SC improvement agenda

Smart Integration and Harmonization

The Activities & Inputs

Enhance coordination across different programme and supply chain working groups to enhance governance, contribute to operational efficiencies, knowledge sharing, resource maximization and sustainability

Advocate for and support SC and EPI joint strategic planning and collaboration as well as further collaboration with the broader PHC and UHC systems for efficient operations

Explore opportunities for integration across different supply chain functions (including operations and enablers) and define people, policies, processes and product requirements for contextualised implementation

Develop/adapt and disseminate “how-to” guidance to support countries on end-to-end integration steps

Document and share evidence on lessons learned from integration efforts

The Intermediate Outcomes

iSCs are integrated with other public health supply chains to maximize resources

iSC functions are harmonized with programme functions and overall health system

End-user experience with the health system is improved

Supply chain carbon footprint is minimized

The Desired Goals

Supply chain efficiency

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Fundamental Infrastructure

The Activities & Inputs

Strengthen cold chain expansion and rehabilitation planning, cold chain inventory updates, active temperature monitoring and related contingency planning systems

Develop holistic maintenance strategies, plans, SOPs and leverage resources which facilitate regular and timely implementation of preventive and corrective maintenance (insourced, outsourced or hybrid, depending on context) at all supply chain levels

Support current investments in solarization and electricity access for health facilities in energy-poor communities and catalyze initial efforts in PHC solarization, leveraging innovation

Develop, adapt and/or implement safe strategies, policies and procedures for equipment disposal and decommissioning

Use appropriate suite of fit-for-purpose vehicles (such as drones, trucks, motorcycles etc.) as the backbone for implementing contextualized in-sourced, outsourced or hybrid model of vaccine distribution

The Intermediate Outcomes

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

Supply chain carbon footprint is minimized

The Desired Goals

Vaccine Availability & Reach

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Supply chain efficiency

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Strategic Planning

The Activities & Inputs

Establish in-country mechanisms for routinely tracking and reporting standard SC indicators (such as [DISC indicators](#), SC-related [IA2030 indicators](#) etc.)

Engage all stakeholders to create a SC continuous improvement plan, that is costed with clear implementation timelines and accountabilities

Develop and implement SC Monitoring and Accountability Frameworks and use data generated from periodic assessments, complemented by regular audits, to ensure high performance

Implement routine SC performance assessments (e.g., EVM 2.0 national and self-assessments, SC Maturity Assessments etc.) and use findings to inform/refine SC improvement plans

Mainstream supply chain continuous improvements through adoption, deployment and utilization of the EVM cIP tracking tool to develop, monitor and report on progress with cIP implementation, early identification and root causes of implementation challenges to inform course correction

Facilitate integration of cIPs into broader EPI and Strategic Health Development Plans to objectively inform budgeting and resource allocations (domestic and donor funded) for supply chain operations and strengthening

The Intermediate Outcomes

Needs and preferences of people throughout their life course are incorporated into strategic plans

The supply chain is adequately financed

Disruptions to the supply chain are minimized

Duplication of stakeholder efforts are minimized

The Desired Goals

Supply chain resilience

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

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