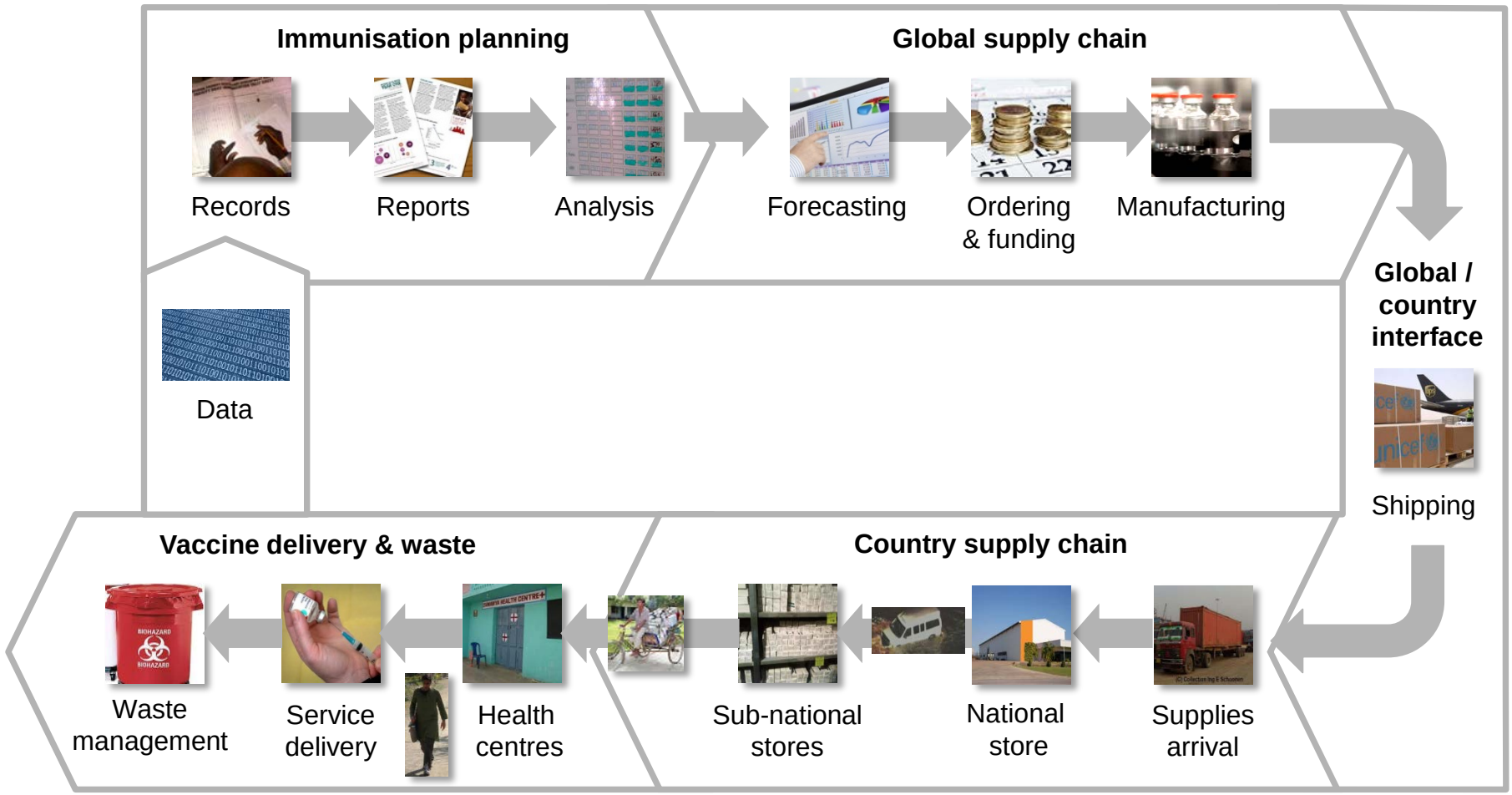
Gavi, the Vaccine Alliance Immunisation supply chain strategy

Daniel Thornton
30 October 2014, Copenhagen

Gavi
The Vaccine Alliance

Immunisation supply chain: an interconnected system involving flows of goods, funds and data

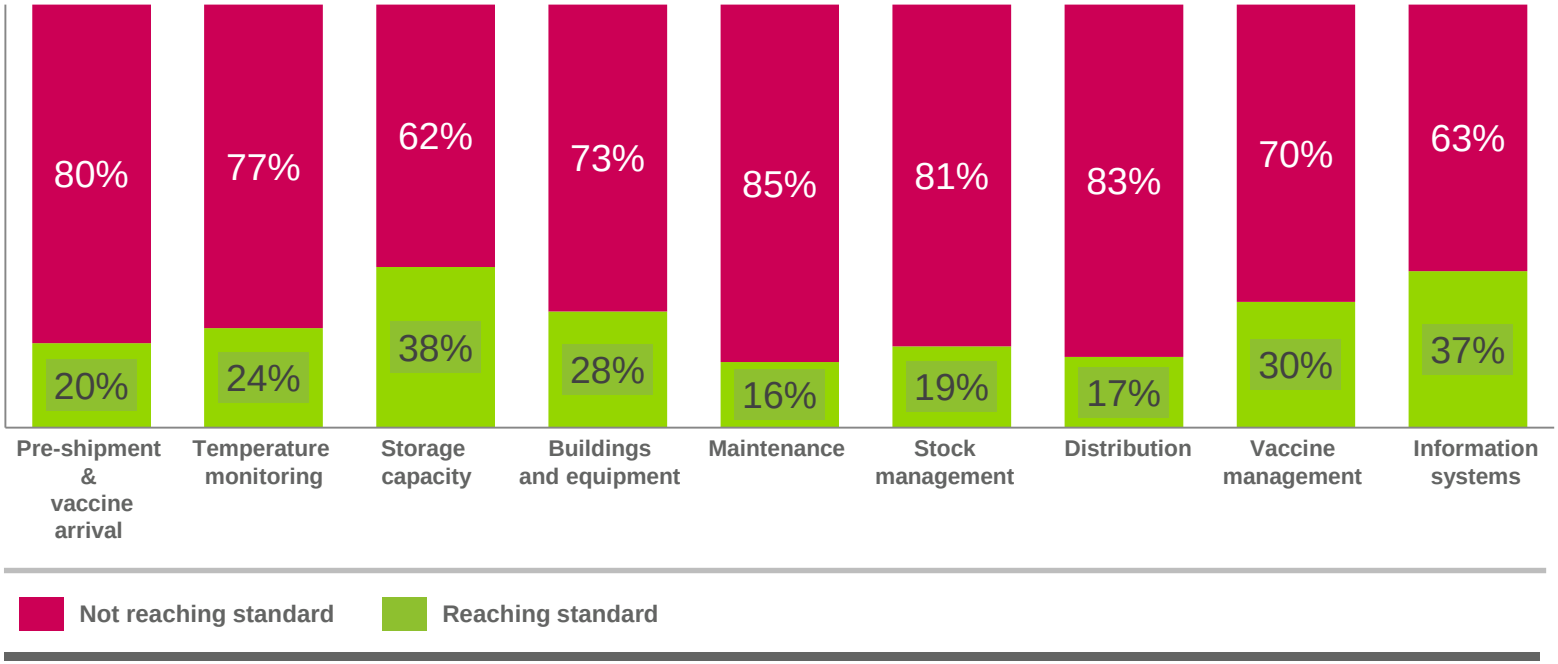


Source: GAVI Alliance task force

Immunisation supply chain challenge

Most Gavi-eligible countries do not meet standards for most dimensions, and no country meets all standards

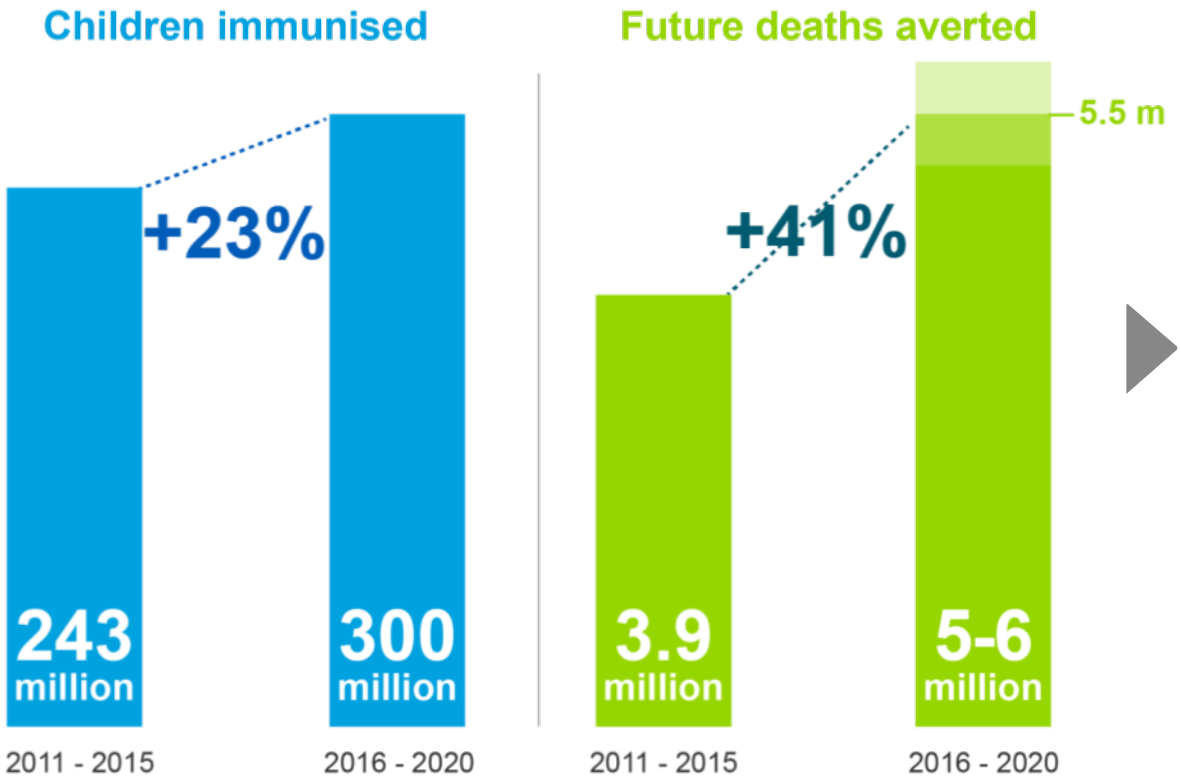
Percentage of GAVI-eligible countries currently meeting WHO standards for Effective Vaccine Management (EVM)[1]



1. EVM (Effective Vaccine Management) Assessments – Average score of Principal, Sub-National, Local District and Service Point Level; Source: EVM assessment for 57 GAVI countries, WHO

ACCELERATING IMPACT 2016–2020

With US$ 7.5 billion over 5 years:



Fully protected children increase

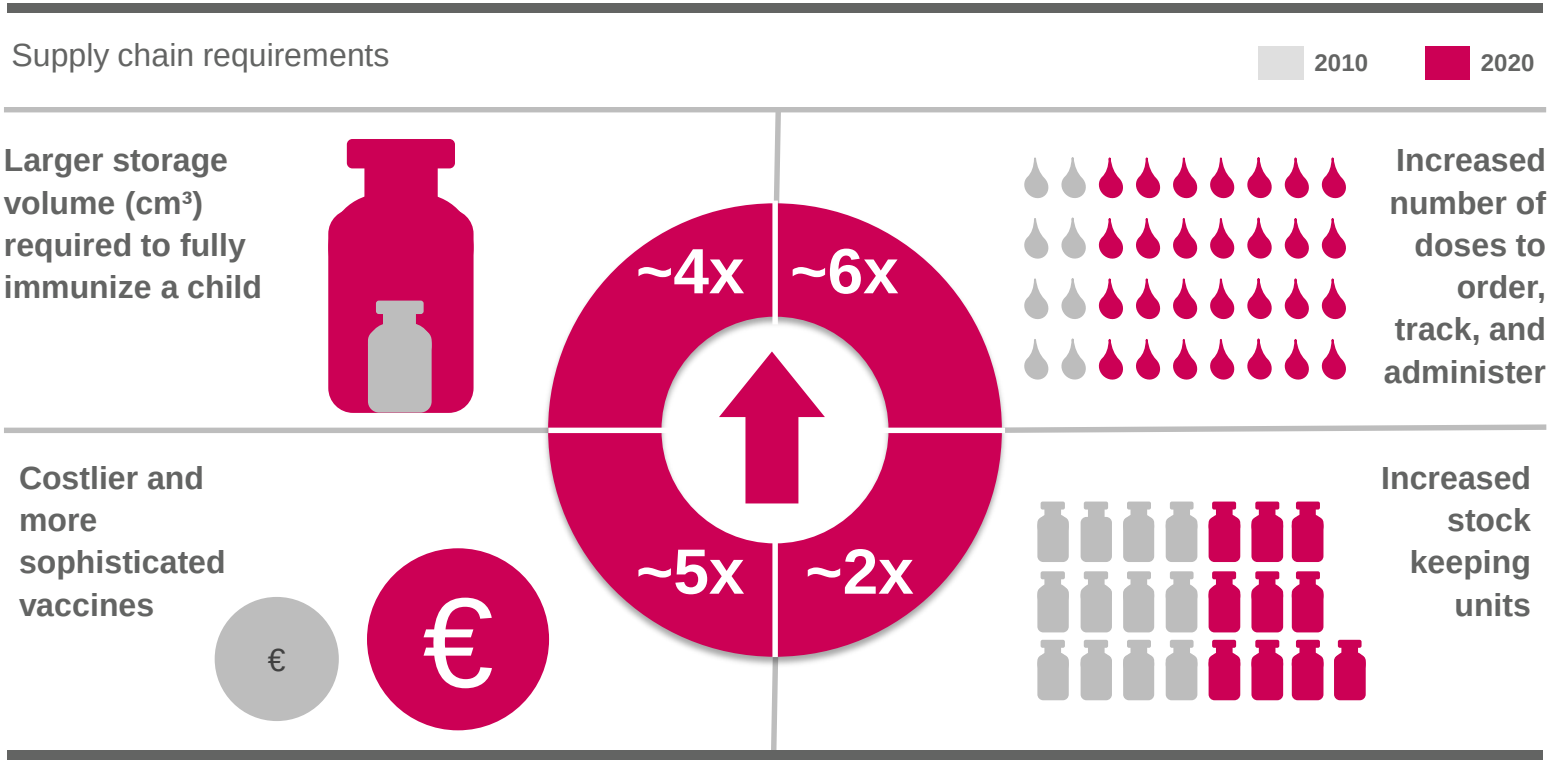
from 5% to 50%

Economic benefits total

US$ 80–100 billion

Gavi The Vaccine Alliance

The challenge will get greater: higher volumes, doses and vaccine cost



Note: All figures relate to GAVI-funded vaccines
1. UNICEF Supply 2012 Financial report, WHO data for Pneumo and Rota vaccines, and HPV (only for girls); 2. 2010: GAVI Shipment Data; 2020; GAVI SDF Forecast; Including volume for GAVI future graduated countries; 3. Comparison based on 2013 Price; 2020 Vaccines include: Rota, Pneumo; HPV; 2010' vaccines include:YF, Measles, DPT, OPV (UNICEF SD); 4. GAVI Background SDF Information; 2010": estimates based on 2009 data; 2020: estimates based on 2013 forecast

Gavi Alliance partners jointly developed a strategy, approved by Gavi Board in June

Countries

- Baseline analysis drawing on discussion with 25 country level experts
- Surveyed >25 EPI managers
- Presentations at regional EPI managers meetings
- Direct consultations

Global health community

- 67 members actively involved through working groups
- Presentation at workshops and conferences

Private sector/ other partners

- Consulted on strategy with ~35 private sector and other partners
- Presentation at World Vaccine Congress

The immunisation supply chain house

Save children's lives and **protect people's health** by **increasing access to immunisation** in **poor countries**

Vision 2020

Immunisation supply chains provide potent vaccines efficiently to all

Objectives

1
- Maintain **vaccine potency**
- Ensure **availability of right vaccines and supplies**

2
- Use **resources efficiently**

Change

Alliance-wide theory of change

Priorities and Initiatives

System Design & Optimisation

People & Practices

Cold Chain Equipment

Data for Management

Distribution & Transport

Implementation mechanisms

Policy changes and guidance

In-country change process

Roles & responsibilities

Funding mechanisms

Technical assistance

Implementation roadmap

Budget

1. Currently EVM
Source: GAVI Alliance Task Force

Gavi The Vaccine Alliance

Putting fundamentals in place

MANAGERS

Supply chain managers

Ensure supply chain managers are in place with right capabilities, authority and accountability in every country

PLANS

Supply chain management and improvement plans

Support development and implementation of comprehensive supply chain management plans

DASHBOARDS

Supply chain dashboards

Track and use supply chain performance metrics to make strategic and operational decisions

SYSTEM REDESIGN

System design
(select countries only)

Support countries to improve system design.

Supply chain managers

Supply chain managers are in place in all countries to manage the growth and change of the immunisation supply chain.

Help countries establish or reinforce the post of immunisation supply chain manager and ensure that he or she has the appropriate level of expertise, authority, and resources to oversee the supply chain within a strengthened overall management system.

GAVI Alliance partners will support countries to hire and strengthen supply chain managers by providing focused technical assistance, tools, access to training, and other resources.

Examples of support from People and Practice working group

- Access to professional training for supply chain managers
- Job descriptions and guidance for hiring supply chain managers
- Best practices for managerial processes and decision-making
- Technical assistance to develop managerial capacity
- Ongoing professional development opportunities – improved supplv of high quality training

Strategy encourages countries to consider supply chain convergence and partnership with private sector

Supply chain convergence

Opportunities for economies of scale, streamlining and clarification of roles and responsibilities

Build on existing projects e.g. Project Optimize, Deliver. Countries already integrating supply chains e.g. Senegal, Ethiopia, Nicaragua

Private sector and social enterprises

Opportunities in parts of supply chain to leverage expertise and services

Case studies show private sector can play effective role in managing or supporting parts of supply chains

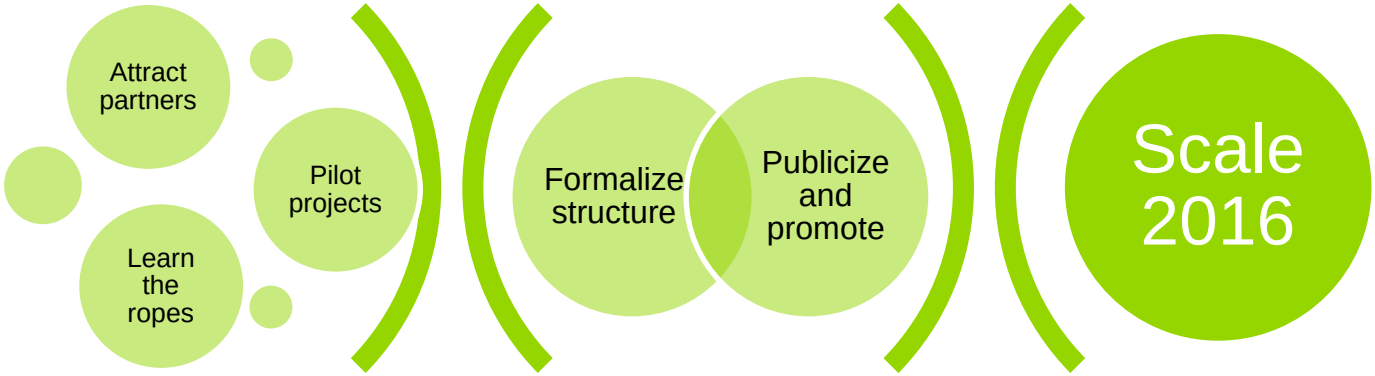
Gains possible – requires strong change management and technical assistance. Decision by countries based on local circumstances and needs.

Source: Gavi Task Force

Gavi The Vaccine Alliance

Implementation approach

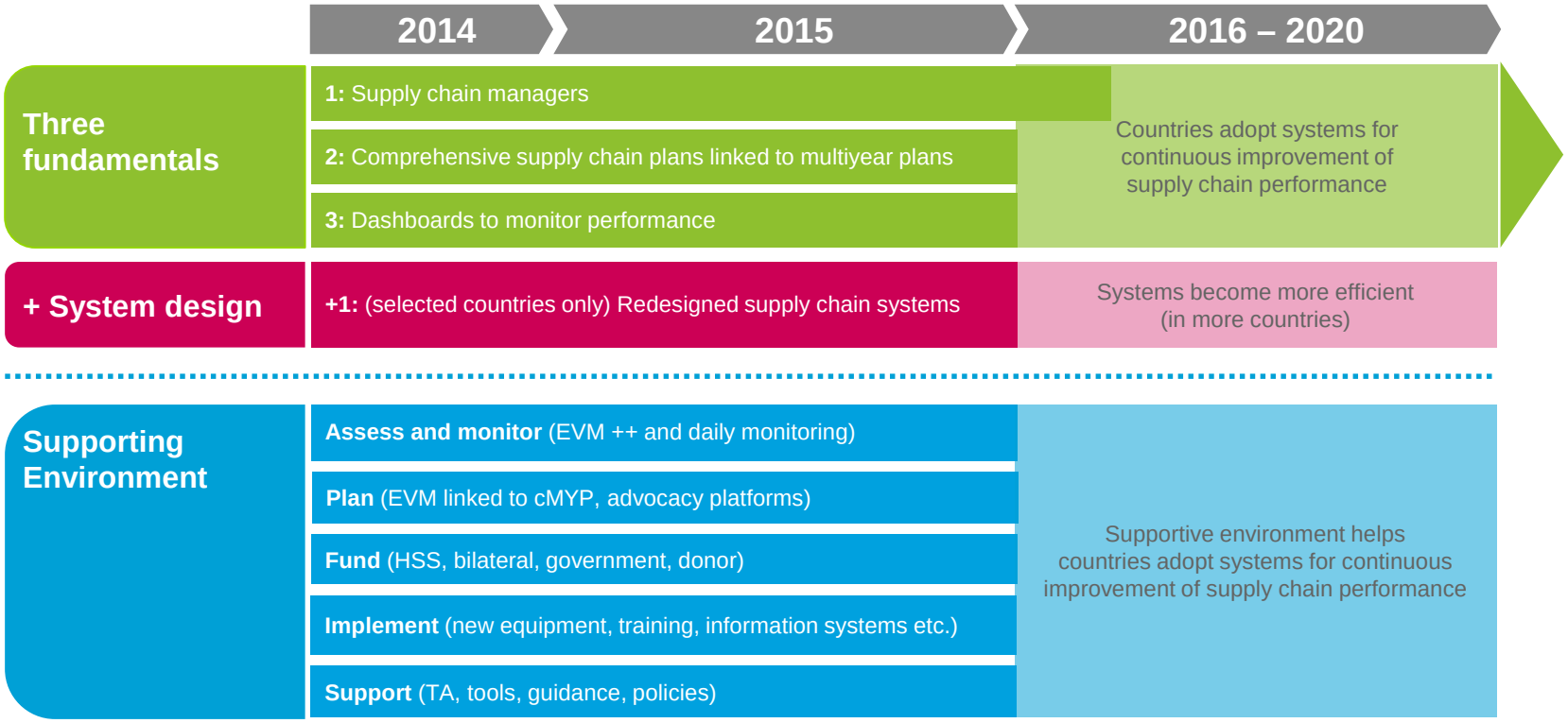
- Begin with small but measurable steps in a non-intrusive manner, while building trust and familiarity with the terrain
- Incubation period of 18-24 months
  - Identify, scope and launch projects, processes to provide proof of concept
  - Once trust is built, scale up



Source: GAVI

Implementation

What to expect in 2014 and beyond.



THANK YOU

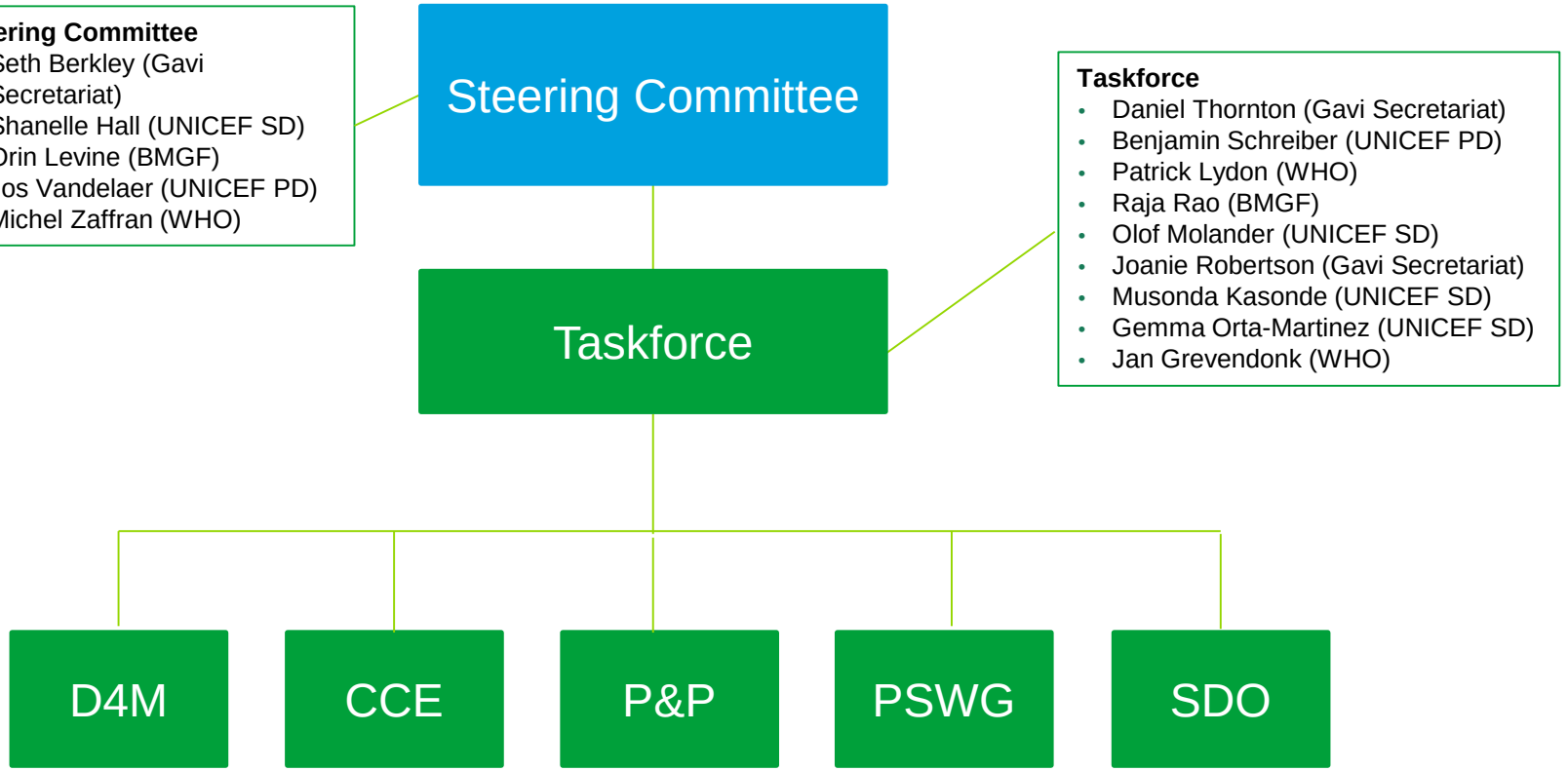
Gavi
The Vaccine Alliance

What is leadership?

- **Difference between leadership and management**
- **Technical vs adaptive challenges**
- **Gap between policy and implementation**
- **Iteration between goals and implementation**
- **Work avoidance**

Immunisation supply chain strategy governance

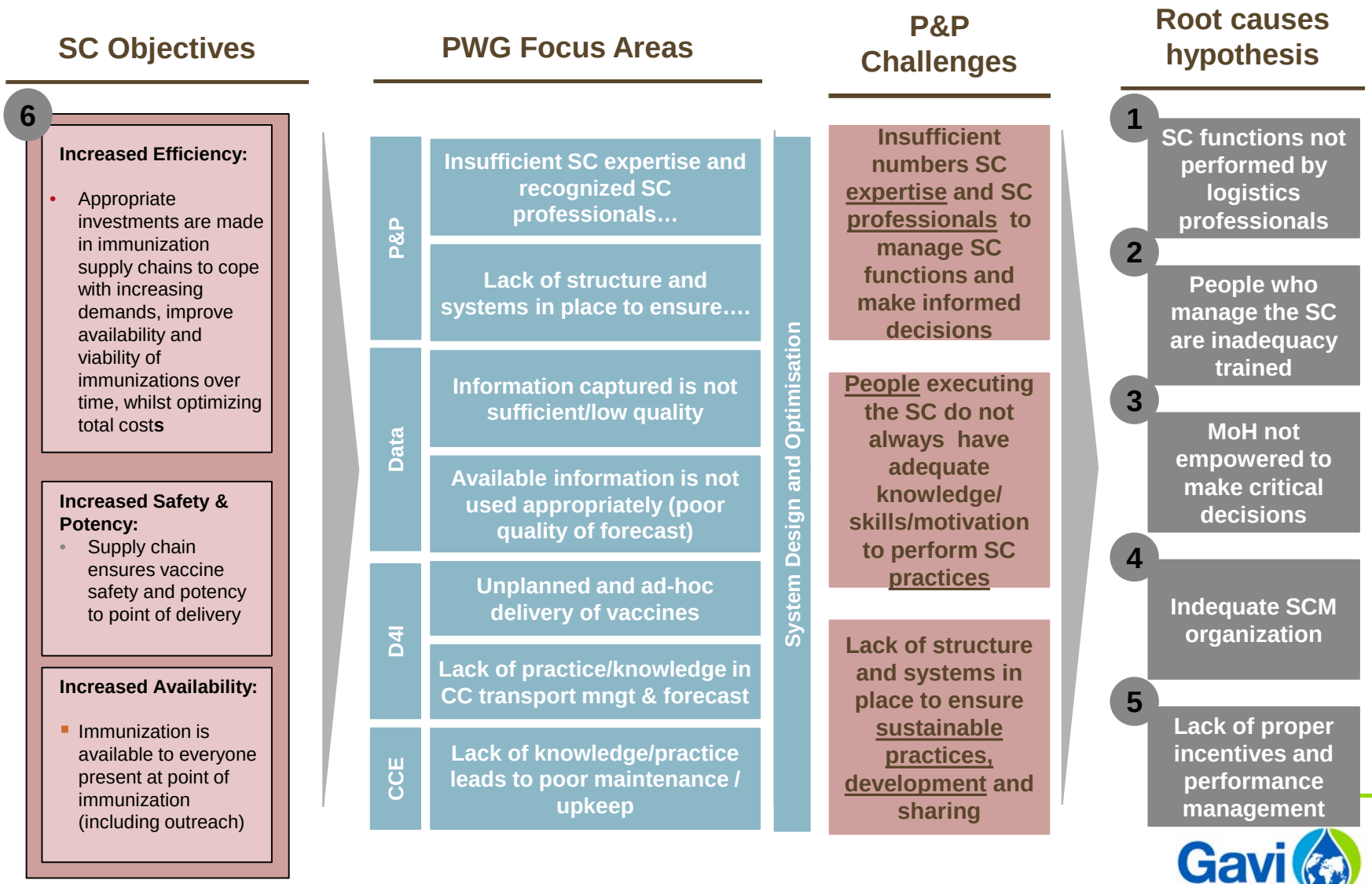
Steering Committee
- Seth Berkley (Gavi Secretariat)
- Shanelle Hall (UNICEF SD)
- Orin Levine (BMGF)
- Jos Vandelaer (UNICEF PD)
- Michel Zaffran (WHO)



Taskforce
- Daniel Thornton (Gavi Secretariat)
- Benjamin Schreiber (UNICEF PD)
- Patrick Lydon (WHO)
- Raja Rao (BMGF)
- Olof Molander (UNICEF SD)
- Joanie Robertson (Gavi Secretariat)
- Musonda Kasonde (UNICEF SD)
- Gemma Orta-Martinez (UNICEF SD)
- Jan Grevendonk (WHO)

Priority working groups (PWGs)
- Data for Management (D4M): Jan Grevendonk (WHO),
- Cold Chain Equipment (CCE): Joanie Robertson (Gavi Secretariat)
- People & Practice (P&P): Musonda Kasonde (UNICEF SD)
- Private Sector Working Group (PSWG): Maeve Magner (Magner Consulting)
- System Design and Optimization (SDO): TBD

The challenges identified by P&P are linked to the overall SC objectives



People and Practices: focus on strengthening SC leadership and co-ordination, developing capacity and optimizing management and operational practices

Guidance, advocacy & standards	• **Advocacy and support for improved supply chain management organizations and supply chain HR policies in countries**
Technology and Innovation	• **Innovative platforms to increase knowledge, access training and guidance, and leverage supply chain management expertise**
Capability development	• **Build and develop immunization supply chain managers and practitioners in countries**
Tools & optimisation methods	• **Improved performance management mechanisms and tools**

People and Practices: Implementation timeline

	July/Aug 2014	Sept/Oct 2014	Nov/Dec 2014	Q1/Q2 2015	Q3/Q4 2015
Planning and Mobilisation	ToR for PWG (MK) Implementation plan (MK) Monitoring framework (MK) Budget (MK) Global stakeholders mapping (KB)	Business plan submission (MK) ToRs for the FTEs (MK) ToRs for Consultants (MK) Priority countries approved (MK)	Comms and advocacy (MK & Taskforce)	- Implementation plan for scale up (by Q1) (MK) - FTEs UNICEF recruited (MK)	
Landscape Analysis		• ToR for landscape analysis (MK)		Landscape analysis report published (MK) (Q1)	
Global Guidance	Roles and responsibilities for global guidance development activities established (All)	Best Practice ToRs/SCM Profiles (HD) ToR for HR Assessment for EVM++ module (MK)	HR Assessment for EVM++ module (MK) Competency Mapping (AB) Professional development planning (AV) HR related KPI for D4M (AB)	SCM Country support package (Q1) (All) Dissemination to countries (All) (Q2)	
Country Engagement	Comms plan (Taskforce) IP Rules of Engagement Priority countries for regional workshop (All)	- Initiative comms disseminated (MK) - October Workshop (MK) - Discussions initiated with 3 priority countries (MK, PtD)	Country governance mechanism (MK)	Deep dive assessment and planning in one priority country (TBC)	
Scale Up				Discussions initiated with 7 additional priority countries (All)	Implementation plans supported in 10 priority countries (Q4) (All) Plan for scale up developed (MK)