EVM2: A new tool for resilient programmes and continuous ISC performance improvement

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Maricel Castro (WHO)
Hajia Kubura Daradara (Nigeria MoH)
Dmitri Davydov (UNICEF)
Souleymane Kone (WHO)
Mudher Subhey (Iraq MoH)
Agenda

• Video: The EVM process
• Key features of the EVM2 tool, Dan Brigden (WHO EPI)
• EVM assessments in the Covid-19 context, Solo Kone (WHO EPI)
• Iraq EVM 2019 - Q&A with
  – Firas Al Mosawi (National EPI Manager, Iraq MoH)
  – Mudher Subhey (National Cold Chain Officer, Iraq MoH)
• Nigeria EVM 2019 - Q&A with Hajiya Kubura Daradara (Director Logistics and Health Commodities, National Primary Health Care Development Agency, Abuja, Nigeria)
• Continuous ISC improvement with EVM2 (Dmitri Davydov, UNICEF)
Key features of EVM2

Dan Brigden (WHO)
EVM supports continuous improvement

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
Six key benefits of EVM2

1. Country ownership
2. Reducing the assessment burden
3. Subnational management
4. A tool for everyone
5. More insights, greater clarity
6. Alignment with improvement planning activities
1. Country ownership

With EVM2, countries can assess any aspect of their supply chain, however and 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** – choose whether to use random site selection or pick locations

**Range** – choose what to include in the random site selection – locations from the entire country or from only specific areas

**Sample** – choose whether to make a single random site selection for the entire country or make individual ones for each province or state

**Scope** – choose whether to assess all EVM requirements or only a subset
2. Reducing the assessment burden

Countries can manage and deliver their own EVM2 assessments, reducing the need for external support.

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

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

WHO maintains the EVM2 software.
Assessment management & analysis

Data-collection

EVM software & database

EVM2 website

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

EVM2 app
3. Subnational management

A country has one or more national EVM managers. The national manager can assign subnational manager responsibility to other users.

Subnational managers have control over facilities in their area, and can create full subnational and targeted assessments for their facilities. They cannot assess facilities not in their area or create national assessments.
4. A tool for everyone

Insights from EVM are no longer restricted to a national EVM assessment.

Anyone can create an EVM account, download the app, and assess a health facility at any level, wherever and whenever they want.

For example, a district store manager can assess his/her facility, analyze the results, implement an improvement plan, and then validate the improvement activities by re-assessing the facility.
5. More insights, greater clarity

The EVM2 framework provides greater clarity on every aspect of ISC performance. EVM1 assessed 9 criteria. 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 eight separate categories.
<table>
<thead>
<tr>
<th>Criteria</th>
<th>C1 Infrastructure</th>
<th>C2 Equipment</th>
<th>C3 Information technology</th>
<th>C4 Human resources</th>
<th>C5 Policies &amp; procedures</th>
<th>C6 Financial resources</th>
<th>OUTPUTS</th>
<th>PERFORMANCE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Vaccine arrivals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>E2 Temperature management</td>
<td>-</td>
<td>-</td>
<td>76</td>
<td>81</td>
<td>97</td>
<td>-</td>
<td>75</td>
<td>99</td>
<td>84</td>
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<tr>
<td>E3 Storage and transportation capacity</td>
<td>97</td>
<td>62</td>
<td>-</td>
<td>100</td>
<td>90</td>
<td>-</td>
<td>94</td>
<td>100</td>
<td>84</td>
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<tr>
<td>E4 Facility infrastructure and equipment</td>
<td>86</td>
<td>82</td>
<td>86</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>77</td>
<td>-</td>
<td>83</td>
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<tr>
<td>E5 Maintenance and repair</td>
<td>-</td>
<td>-</td>
<td>58</td>
<td>93</td>
<td>80</td>
<td>-</td>
<td>71</td>
<td>92</td>
<td>82</td>
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<tr>
<td>E6 Stock management</td>
<td>-</td>
<td>-</td>
<td>87</td>
<td>84</td>
<td>100</td>
<td>-</td>
<td>68</td>
<td>84</td>
<td>80</td>
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<tr>
<td>E7 Distribution of vaccines and dry goods</td>
<td>-</td>
<td>96</td>
<td>53</td>
<td>70</td>
<td>71</td>
<td>-</td>
<td>82</td>
<td>46</td>
<td>73</td>
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<tr>
<td>E8 Vaccine management</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>86</td>
<td>93</td>
<td>-</td>
<td>100</td>
<td>-</td>
<td>93</td>
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<tr>
<td>E9 Waste management</td>
<td>-</td>
<td>-</td>
<td>84</td>
<td>80</td>
<td>72</td>
<td>-</td>
<td>72</td>
<td>97</td>
<td>81</td>
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<tr>
<td>M1 Annual needs forecasting</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>68</td>
<td>72</td>
<td>-</td>
<td>76</td>
<td>81</td>
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<tr>
<td>M2 Annual work planning</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26</td>
<td>31</td>
<td>98</td>
<td>21</td>
<td>60</td>
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<td>M3 Supportive supervision</td>
<td>100</td>
<td>100</td>
<td>54</td>
<td>87</td>
<td>50</td>
<td>49</td>
<td>-</td>
<td>-</td>
<td>63</td>
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<tr>
<td>M4 ISC performance monitoring</td>
<td>-</td>
<td>-</td>
<td>87</td>
<td>81</td>
<td>69</td>
<td>-</td>
<td>54</td>
<td>-</td>
<td>64</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>87</strong></td>
<td><strong>75</strong></td>
<td><strong>80</strong></td>
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<td><strong>77</strong></td>
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<td><strong>68</strong></td>
<td><strong>89</strong></td>
<td><strong>78</strong></td>
</tr>
</tbody>
</table>
6. Alignment with improvement planning activities

Sophisticated online dashboards enable comprehensive interrogation of ISC performance in real-time. Includes AQE (availability, quality, efficiency) reporting. EVM Report template in MS Word can be automatically generated.
Take EVM for a test-drive today

Download the app on the Android Play Store or Apple iOS Store and assess a facility

Create an EVM account on the EVM2 website and create your own assessments

https://extranet.who.int/evm2/web
More information on EVM2

www.technet-21.org/topics/evm

Comprehensive resources for assessors and managers
User guides, SOPs, videos, tutorials, training... everything you need to succeed with EVM2
Join the EVM2 group on TechNet

• Regular updates
• Support from other EVM2 users
• News, events, resources

Thank you!

www.technet-21.org/network/groups/401-evma2
EVM assessments in the Covid-19 context

Souleymane Kone (WHO)
### Scheduled EVM Assessments

<table>
<thead>
<tr>
<th>Country</th>
<th>Core Team Training</th>
<th>Assessor Training</th>
<th>EVMA date</th>
<th>CIP process start date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambodia</td>
<td>27-31 Jul</td>
<td>24-28 Aug</td>
<td>(completed this week)</td>
<td>21-25 Sep</td>
</tr>
<tr>
<td>Myanmar (postponed)</td>
<td>10-14 Aug</td>
<td>(new date TBC)</td>
<td>(new date TBC)</td>
<td>(new date TBC)</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Mid-Oct</td>
<td>Mid-Oct</td>
<td>Nov</td>
<td>Nov</td>
</tr>
<tr>
<td>Lebanon</td>
<td>November</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Kenya</td>
<td>Late Sept</td>
<td>Oct: Week3</td>
<td>Late Nov</td>
<td>Late Dec</td>
</tr>
<tr>
<td>Madagascar</td>
<td>August</td>
<td>Oct: Week2</td>
<td>Oct: Week3</td>
<td>Oct: Week4</td>
</tr>
<tr>
<td>Guinea</td>
<td>November</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>Togo</td>
<td>October</td>
<td>January</td>
<td>January</td>
<td>January</td>
</tr>
<tr>
<td>Côte d’Ivoire</td>
<td>November</td>
<td>TBD</td>
<td>November</td>
<td>TBD</td>
</tr>
</tbody>
</table>

### EVM On-boarding

- More countries are expected to implement EVM Assessment in 2020 & 2021
- Providing support and guidance to countries remains currently a challenge, due to:
  - HQ in-person support is no longer possible, COVID-19 imposed travel restrictions for Global Team
  - Presently, very few consultants can be considered expert on EVM2.0 use
- Strong set of online learning resources developed, incl. full set off training material and user guides.
- A pool of consultants is being trained to support while long-term solution is being sought (regional institutions)
- Once a country gains experience with EVM2, they have the power to manage it themselves from then on
Q&A with Mudher Subhey, National Cold Chain Officer, Iraq MoH
Q&A with Hajiya Kubura Daradara, Director Logistics and Health Commodities, National Primary Health Care Development Agency, Abuja, Nigeria
Continuous ISC improvement with EVM2

Dmitri Davydov (UNICEF)
Translating data into action

**OBJECTIVE**
“The objective of the continuous Improvement Plan (cIP) is to improve supply chain management in a way that promotes sustainability. We want the cIP to really help us get things done and solve the root causes of the problems in our supply chain management.”
- Immunisation programme stakeholder interview

**REALITY**
“For now, continuous Improvement Plans are not living up to their potential; there is still room for improvement.”
- Immunisation programme stakeholder interview
The EVM2 opportunity

*Improved performance with empowered workforce*

**Adaptive EVM2 tool**
New use cases to measure programme and capacity development progress at all levels - *in addition to* data collection and problem diagnostics through national assessments every 5 years.

**Empowered individuals**
EVM2 enables action-learning networks and continuous capacity development at all levels -> Transforming EPI managers and sub-national EVM2 users into stakeholders to improvement.

**Culture of continuous improvement & resilience**
Programmatic and technical assistance investments build systems for continuous learning, improvement and resilience.
The EVM assessment is a practical task that requires operational and technical expertise.

The cIP is complex. It is an intellectual exercise of data interpretation and people-based execution. Complex things respond unpredictably to attempts to fix them and require adaptive responses. It is difficult to encompass in a simple framework.
Overarching challenges

A year after the launch of EVM2, some countries have reached the stage of developing and implementing a cIP.

Regardless of their geographies, these countries have faced similar challenges.

“How do we look at this tool as an entry point, and then really connect it to all of the pieces that the country will have? ... How do you leverage financing to empower the goal that we all have in mind: to reach as many children as possible?

It is not just about managers and leaders, but about unlocking opportunities for the workforce. You are using ICT and creating opportunities for development.”

ANURADHA GUPTA, GAVI
EVM2 offers two roadmaps to an integrated cIP

**Technical:** Prioritize planning + national cIP implementation as gateway to improvement

- Address **what** needs to be improved in the iSC
- Task driven view includes **small core team**
- **Top-down** knowledge management
- Institutions work based on **contractual execution**
- Emphasizes **efficiency** — focus on delivery of the improvement plan and using external expertise as needed

**Adaptive:** Prioritize capacity + continuity as the gateway to improvement

- Address **how** a country needs to be able to improve the iSC
- Systemic view includes **network of partners**
- **Local knowledge** management
- TA institutions must work through **co-creation**
- Emphasizes **dynamic skills and sustainability** — focus on human capital and building/training local networks
Thank you!