



# STRENGTHENING IMMUNISATION SUPPLY CHAINS

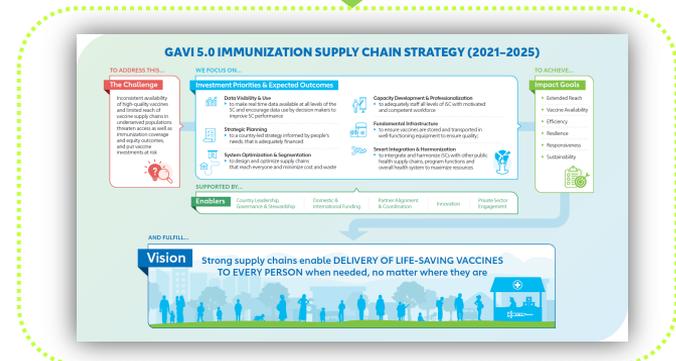
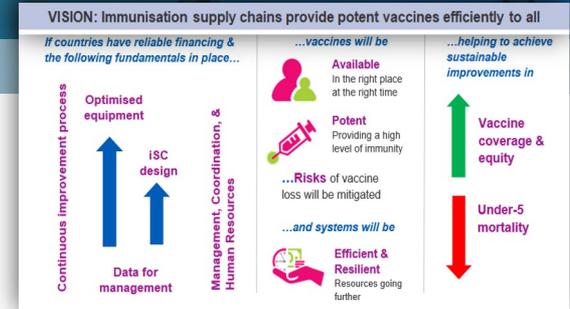
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**Gavi Immunization Supply Chain Strategy for 2021–2025**

# 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  
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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  
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Meaning that sufficient  
vaccines are available  
*whenever* they are needed in  
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# 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

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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

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## 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 >=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

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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





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# Appendix

# Overview

- 1** The context for change
- 2** The priorities for change
- 3** The action for change
- 4** For more information



# The context for change

# 1

- What is the strategic context?
- The shift from Gavi 4.0
- Why is the strategy needed?



# What is the context?

- **Leaving no-one behind with Gavi 5.0**

In June 2019, the Gavi Board approved a new five-year (2021–2025) strategy ('Gavi 5.0'), with a vision to '**leave no-one behind with immunisation**' and a mission to save lives and protect people's health by increasing equitable and sustainable use of vaccines. By the end of the Gavi 5.0 strategic period, we aim to have protected more than 1.1 billion children, preventing 22 million deaths and generating another US\$80–100 billion in economic benefits.

- **Strong and efficient supply chains will be critical to achieving these results**

To ensure more children have access to life-saving vaccines and to reach zero-dose populations, iSCs must ensure vaccines are **available where and when they are needed**.

- **Co-creating an iSC strategy**

Because of constraints on travel and opportunities for face-to-face workshops, the Gavi Alliance Global iSC2, in collaboration with various global and country stakeholders, **met virtually in 2020** and developed an updated iSC strategy for the Gavi 5.0 strategic period

# Why is the updated strategy needed?

## Clear direction for meaningful action

This iSC strategy is needed to guide **action** on priority needs at all levels; improve **alignment** with countries and partners; target **allocation of resources**; and ensure **accountability** to achieve results.



### ACTION

Outlines what can be done

Advocates for greater focus on priority needs

Promotes global best practices and identification of needs

Incentivises and drives action based on country needs and global priorities



### ALIGNMENT

Distinguishes between partner roles and relative strengths

Encourages partners to collaborate and complement each other

Structures knowledge-sharing across countries and organisations

Supports integration with broader supply chain and health systems strengthening efforts



### ALLOCATION OF RESOURCES

Facilitates targeted investments that will contribute to stronger supply chain performance

Focuses investments on priority areas that are responsive to needs and context



### ACCOUNTABILITY

Monitors status and progress of country implementation and TA by partners

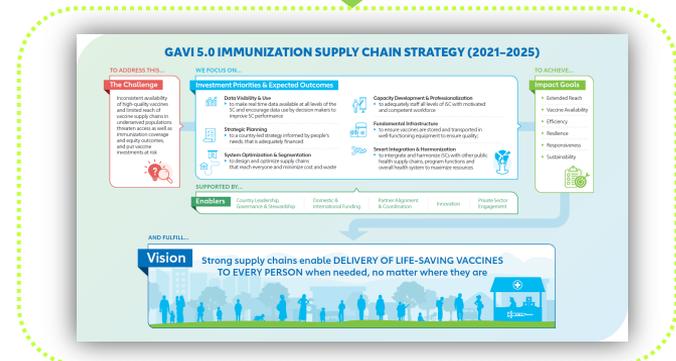
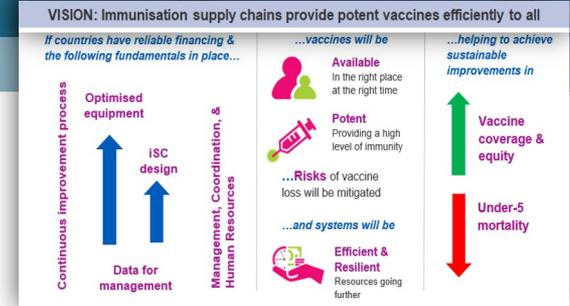
Sets the standard for the quality of country performance and TA that is provided to countries by partners

Links with existing measurement tools (i.e., EVM) and other standardized KPIs

# The shift from Gavi 4.0

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# The priorities for change

# 2

- What challenges does the strategy address?
- What is the iSC vision?
- What are the impact goals?
- What are the investment priorities and intermediate outcomes?
- What are the enablers?
- iSC Strategy Theory of Change
- How can the strategy be used?



# GAVI 5.0 IMMUNIZATION SUPPLY CHAIN STRATEGY (2021–2025)

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# What are the types of challenges this strategy addresses along the vaccine journey?

## Grounding in the challenges along the vaccine journey

- As immunisation programmes expand to include new, life-saving vaccines and strive to reach more people, often in harder to reach areas, they are increasingly constrained by their supply chains.
- Immunisation supply chains have traditionally been designed with a siloed, one-size-fits all approach and are not always able to deliver vaccines when and where they are needed.
- Stronger supply chains help ensure that vaccines stay safe and effective and reach the people who need them. They help to reduce under-5 mortality and improve overall health in countries and contribute to increasing immunisation coverage and make it more equitable. Strong supply chains also help to protect the investment in vaccines by reducing waste.

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# The Vaccine Journey

1

## ANALYSIS, FORECASTING, & ORDERING

Statistical analysis that combines programme, consumption, and population data sets and guides national forecasting is conducted. Supplies are ordered [or requested] based on forecasting estimates.

2

## VACCINE ARRIVAL

The vaccines are manufactured and arrive at a port in the destination country through transport with refrigeration capacity. The vaccines are then transported by refrigerated lorry to a cold room in a national or regional storage facility, depending on the existing supply chain design.

3

## VACCINE STORAGE & DISTRIBUTION

Most vaccines are stored in refrigerators between 2C and 8C. Some are stored in freezers between -25C and -15C. They are then carried in portable ice boxes (likely by motorbike, boat, or insulated vans) to primary health facilities.

4

## IMMUNISATION

The vaccines are administered to those who need them in facilities or through immunisation outreach campaigns. There is community-based accountability for iSC performance and innovation.

5

## WASTE MANAGEMENT

Waste generated by vaccinations is disposed of safely and sustainably.

## DATA COLLECTION & USE

Records are maintained and reported accurately; data are used by EPI and iSC managers and their teams to inform action.



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# 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.

# 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



# How can this strategy be used?

## Scenarios for use

The iSC Strategy gives national and sub-national stakeholders a framework to plan and execute supply chain improvement strategies and interventions. It maps a series of actions, from programme planning through advocacy, to drive and sustain high-performing iSCs as the foundation for EPI and primary health care (PHC) systems strengthening. The strategy is meant to be adapted to country and programme contexts. The following scenarios provide possible use cases.

### Programme Planning, Prioritisation, Design & Development

By programme and supply chain managers to objectively decide what interventions to undertake within available timelines and design and develop supply chain improvement roadmaps and annual work plans; and support delivery of EPI and PHC strengthening strategies and interventions.

### Programme Implementation

By programme and supply chain managers and their teams to guide country programme implementation that is driving innovation at all levels of the supply chain; and establish a benchmark for supply chain interventions.

### Assessment, Monitoring & Evaluation

By programme and supply chain managers to use data for action supplemented by periodic assessment, gap analyses, and identification of opportunities for supply chain performance improvement based on the principles of effective vaccine management.

### Continuous Improvement

By supply chain managers and their teams to develop and implement holistic continuous improvement plans informed by findings from routine data use and supply chain assessments within a system and culture of continuous improvement.

### Advocacy, Learning, & Growth

By national and sub-national stakeholders to create awareness and advocate for funding/TA support to socialise supply chain improvement within broader health systems strengthening plans; and prioritise areas for supply chain staff capacity building and development.

### Resource Mobilization

By programme and supply chain managers, national and sub-national EPI and health programme leadership, and parliament members as a framework for prioritising iSC strengthening needs for domestic and external resource mobilisation.

# 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

# The action for change

# 3

- What are practical approaches for the strategy to become implemented into action?
- What are the responsibilities of the different actors to bring about change?
- The Gavi Alliance Theory of Action: supporting for impact



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

## Investment Priorities & Areas of Opportunity within the Investment Priorities

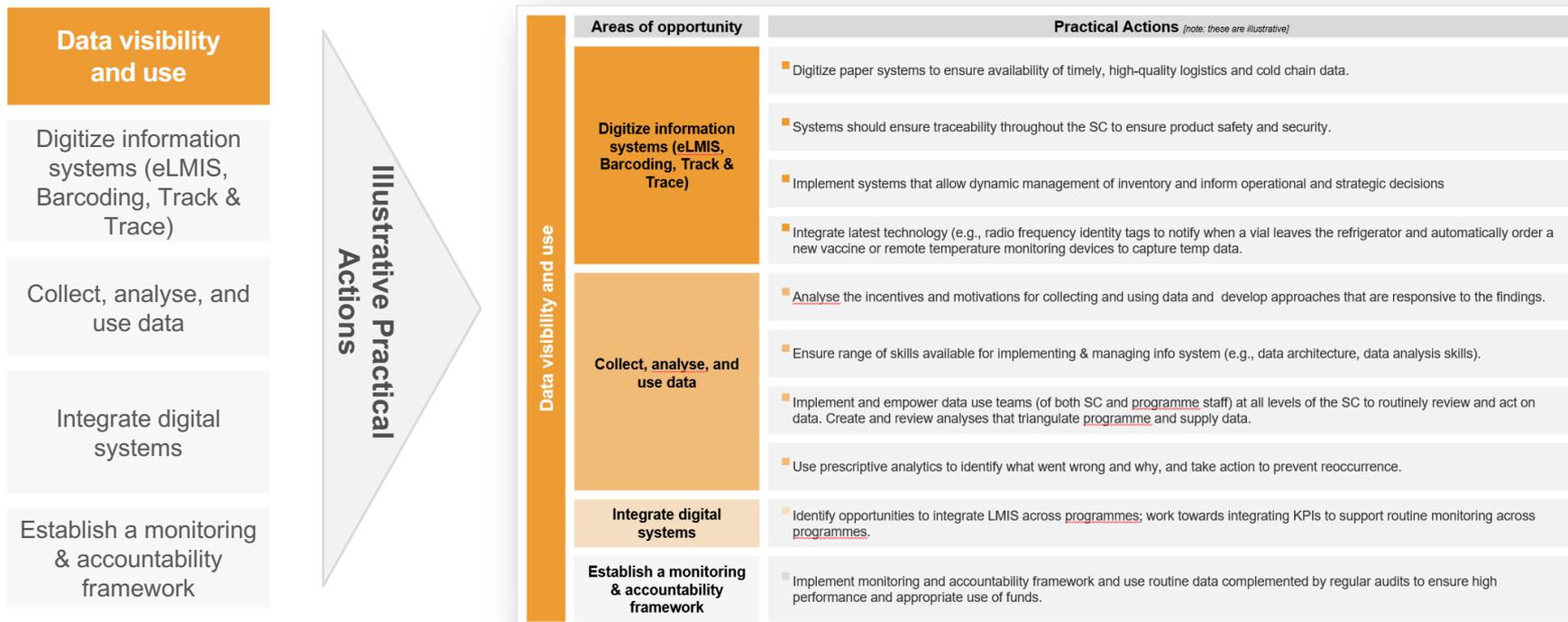
Data visibility and use	Capacity development and professionalization	Fundamental infrastructure	Strategic planning	System optimization and segmentation	Smart integration and harmonization
Digitize and integrate information systems (eLMIS, Barcoding, Track & Trace)	Supply chain competencies and structures	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 practical approaches for the strategy to get implemented into action?

## Investment Priorities & Areas of Opportunity within the Investment Priorities



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

# A Theory of Action lays out responsibilities for the Alliance, Secretariat, partners and governments to bring about change

Strategy Governing principles: **COUNTRY LEADERSHIP**, **GOVERNANCE**, & **STEWARDSHIP**

## Country Govts



- Advocate for SC, relay results, impact, challenges, and needs for the programme to access timely support for key interventions and the development of appropriate policies.
- Develop national strategies and master plans that cover prioritised investments and related support, for holistic system strengthening.
- Participate in iSC-wide conversation.
- Engage with non-MOH government departments the EPI depends on for action, budgets, plans, and oversight.

Build a community of practice

## Gavi Alliance



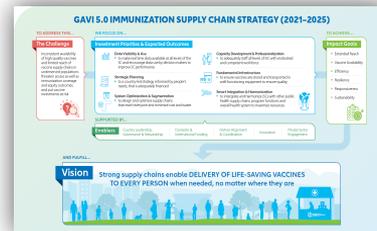
- The Gavi Alliance, tapping into each partner's value add, will devote its effort to enhance capacity of both country staff and partners, advocate for SC, manage the strategy's implementation, improve engagement and alignment of partners as well as finance necessary investments as identified by countries.
- Secretariat co-chairs iSC2, major funder for organizations and countries, reports to the board, influences for advocacy, has convening power.
- Each partner will contribute respective value add

Create an enabling environment

...which will provide the following results

- Alliance partners and stakeholders have increased capability and work in coordinated & harmonised manner in priority areas.
- Partners' investment are addressing and overcoming SC-related barriers to immunisation.
- A sound measurement and accountability framework is in place to ensure value is provided to countries for investments made in supporting them.

...and directly contribute to government-led efforts, and feed into the strategy's Theory of Change enablers



# 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 >=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

\*: subjected to revision after mid-strategy review 2023

\*\* 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 iSC Strategy Landing Page



A group of women are shown in a health facility. In the background, there are posters on the wall. One poster on the left says "Have self control, value your body". Another poster on the right says "Go to the nearest clinic for help" and "At the nearest Health Facility". There are also logos for IPPF and UNICEF visible. The women are looking towards the camera with various expressions.

# Connecting on Immunization Supply Chains

## Let's connect!

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

**Want to collaborate on strengthening immunisation supply chains?**

You can get in touch with the Alliance-wide community through several channels.

For getting support to strengthen your immunisation supply chain:

- Through your senior country manager
- Through your UNICEF and WHO country offices
- Through our expanded partners' country offices (PATH, CHAI, JSI, VillageReach)

For more specific information, please contact the iSC2 co-chairs: Michelle Seidel ([mseidel@unicef.org](mailto:mseidel@unicef.org)) and Karan Sagar ([ksagar@gavi.org](mailto:ksagar@gavi.org)).

For more general information, news, discussions, and latest publications on immunisation supply chain are available on TechNet-21, the technical network for strengthening immunisation services: <https://www.technet-21.org/en/>