

# CONTINUOUS IMPROVEMENT FOR IMMUNIZATION SUPPLY CHAINS USING A VISIBILITY AND ANALYTICS NETWORK: THE CASE OF KENYA

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## PROBLEM STATEMENT

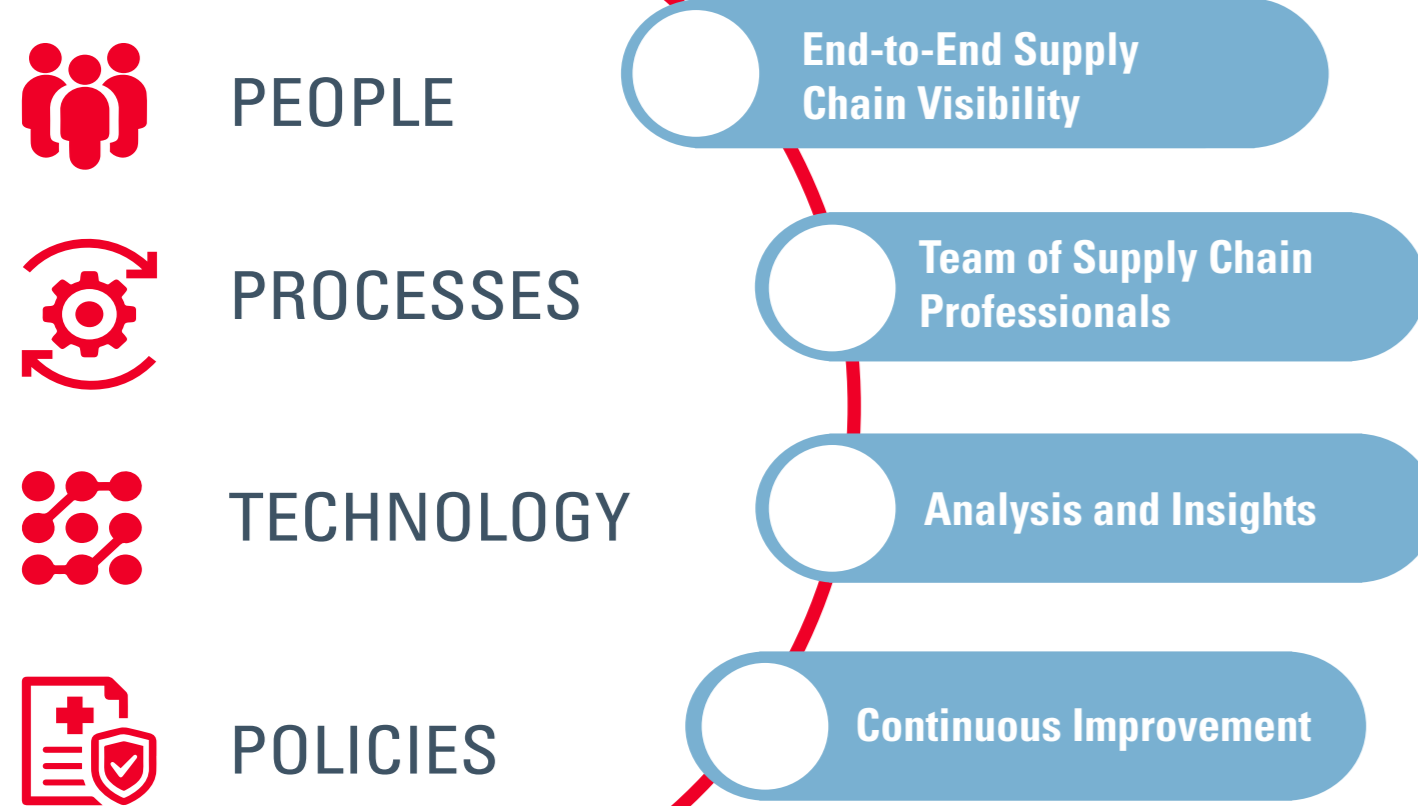
- While many National Immunization Programs have made significant gains in achieving 80% coverage rates, to achieve the next level, i.e. 90% coverage, they must address the following common operational inefficiencies and barriers:
  - > Limited visibility into last mile operations due to lack of accurate data, and
  - > Inadequate people capacity for reviewing data and adapting processes for performance improvement.
- Challenges specific to Kenya include limited visibility and formal coordination mechanisms between national and county levels due to devolution, and ad-hoc distribution procedures between regional vaccine stores and SDPs inconsistent with the design.

## What is a VAN?

A VAN consists of a group of supply chain experts empowered by policy, process, technology and end-to-end visibility, whose objective is to make the supply chain more collaborative, aligned, agile and demand-driven.

The central objective of a VAN is to ensure the availability of the right health commodities where and when the beneficiary needs them.

### THE VAN LAYS OUT A VISION OF THE



REQUIRED TO OPERATE A HIGHLY EFFECTIVE SUPPLY CHAIN

## Kenya's VAN: Stepwise Implementation

NVIP has planned a stepwise implementation that would address gaps in each of these components with a view to achieve the following outcomes/capabilities:

- Enhanced data management** for all the five VAN services i.e. accurate and timely data available for end to end visibility. This will need improved-integrated transactional systems (CHANJO), creating dashboards, and generating alarms to foster rapid responsiveness to issues identified.
- Capacitated teams of supply chain professionals** (supported by clear roles, tools, SOPs, performance management systems) providing a highly competent chain of individuals at different levels of the supply chain.
- Technology that is improved and responds to the user/program priorities** will be applied for analysis and to gain insights so staff are knowledgeable and can apply appropriate processes to resolve issues.
- Established governance structures and working groups** to support continuous Improvement and management able to utilize information for execution of decision and improvement of KPIs.

## Phase 1 Implementation: Five Objectives, 2 Years

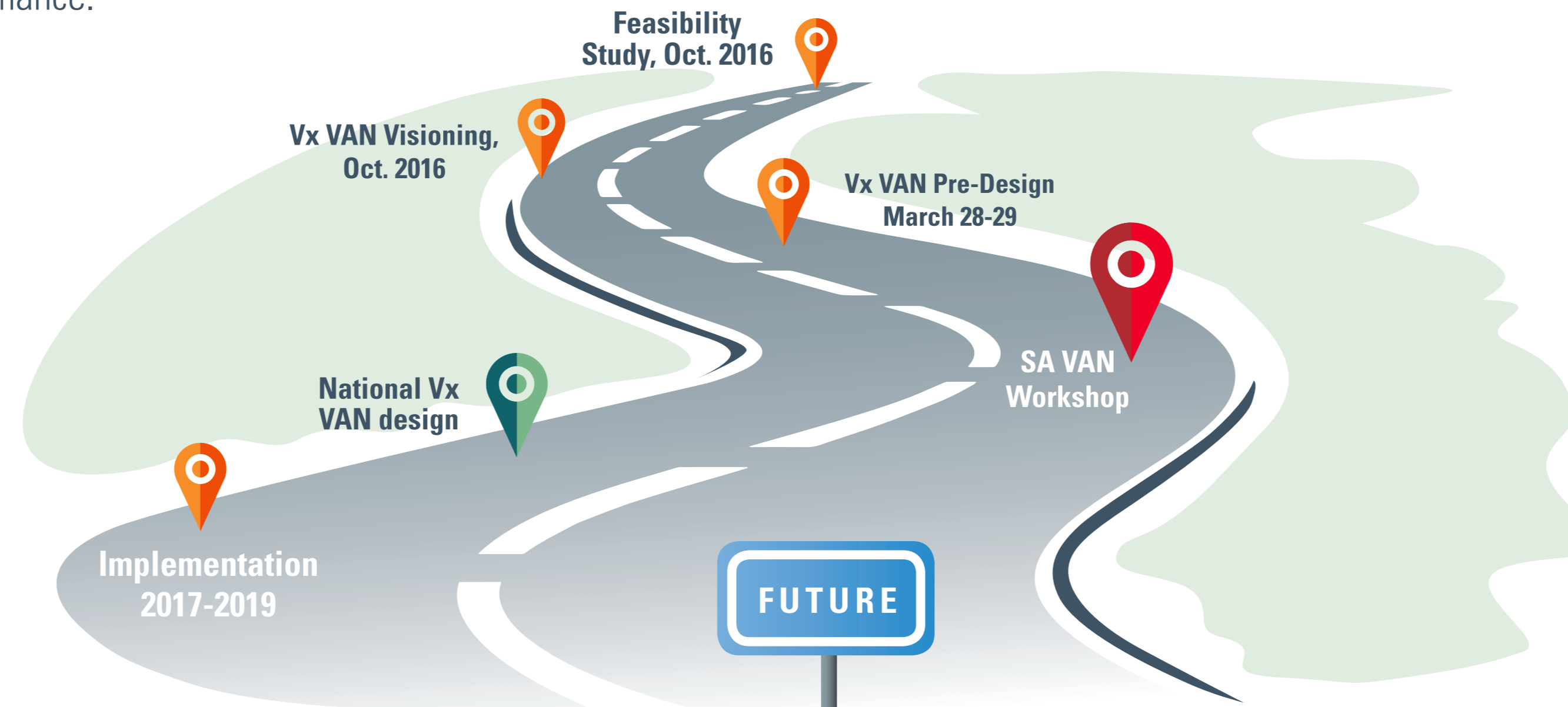


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## CHARTING A COURSE TOWARDS A VISIBILITY & ANALYTICS NETWORK FOR VACCINES: KENYA'S ROADMAP

Beginning 2014, a number of Ministries of Health, UN agencies, NGOs, implementing partners and the private sector held a series of meetings to design a global Visibility and Analytics Network (VAN) reference model. The purpose of the model was to guide countries in the implementation of the VAN.

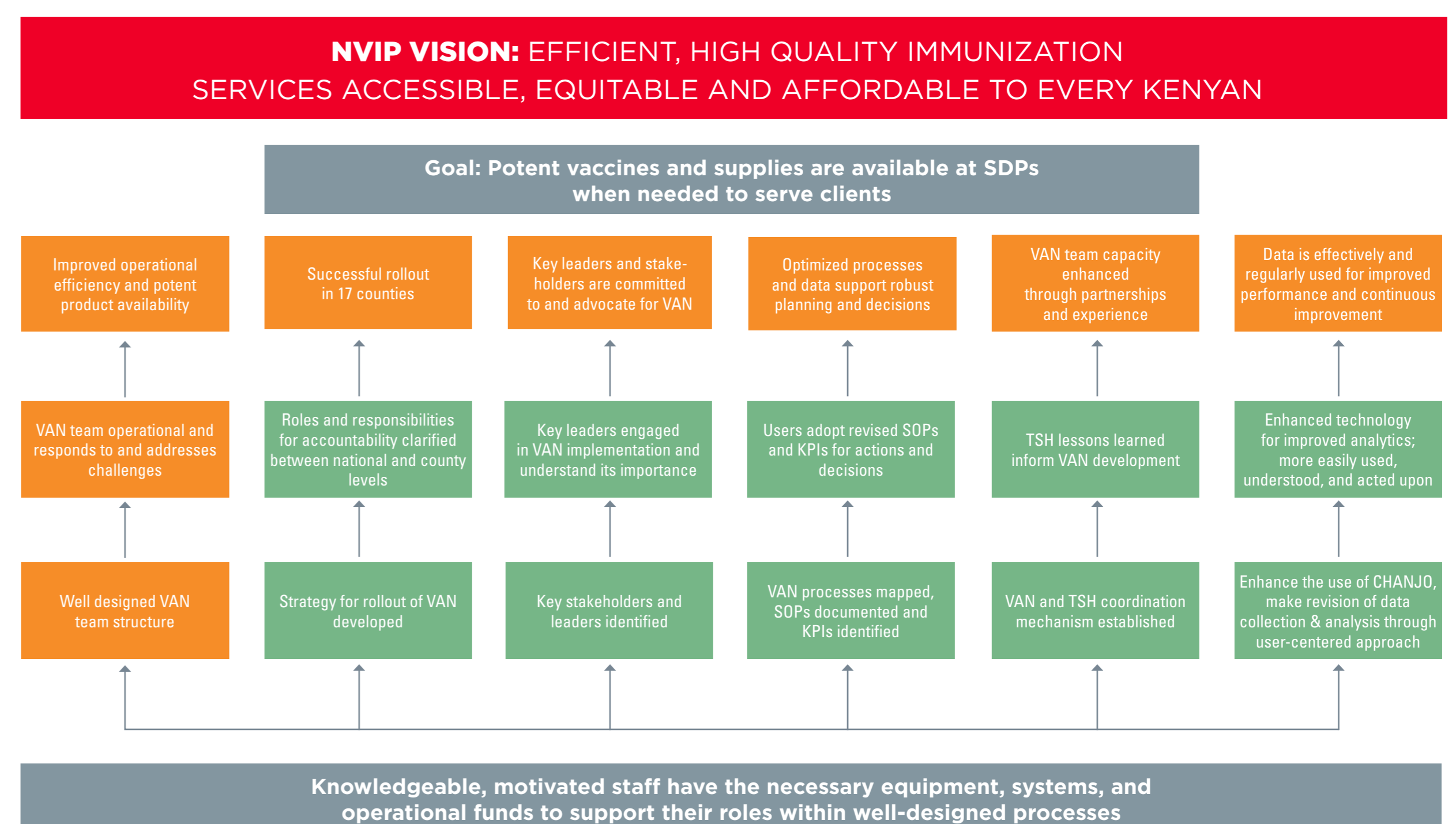
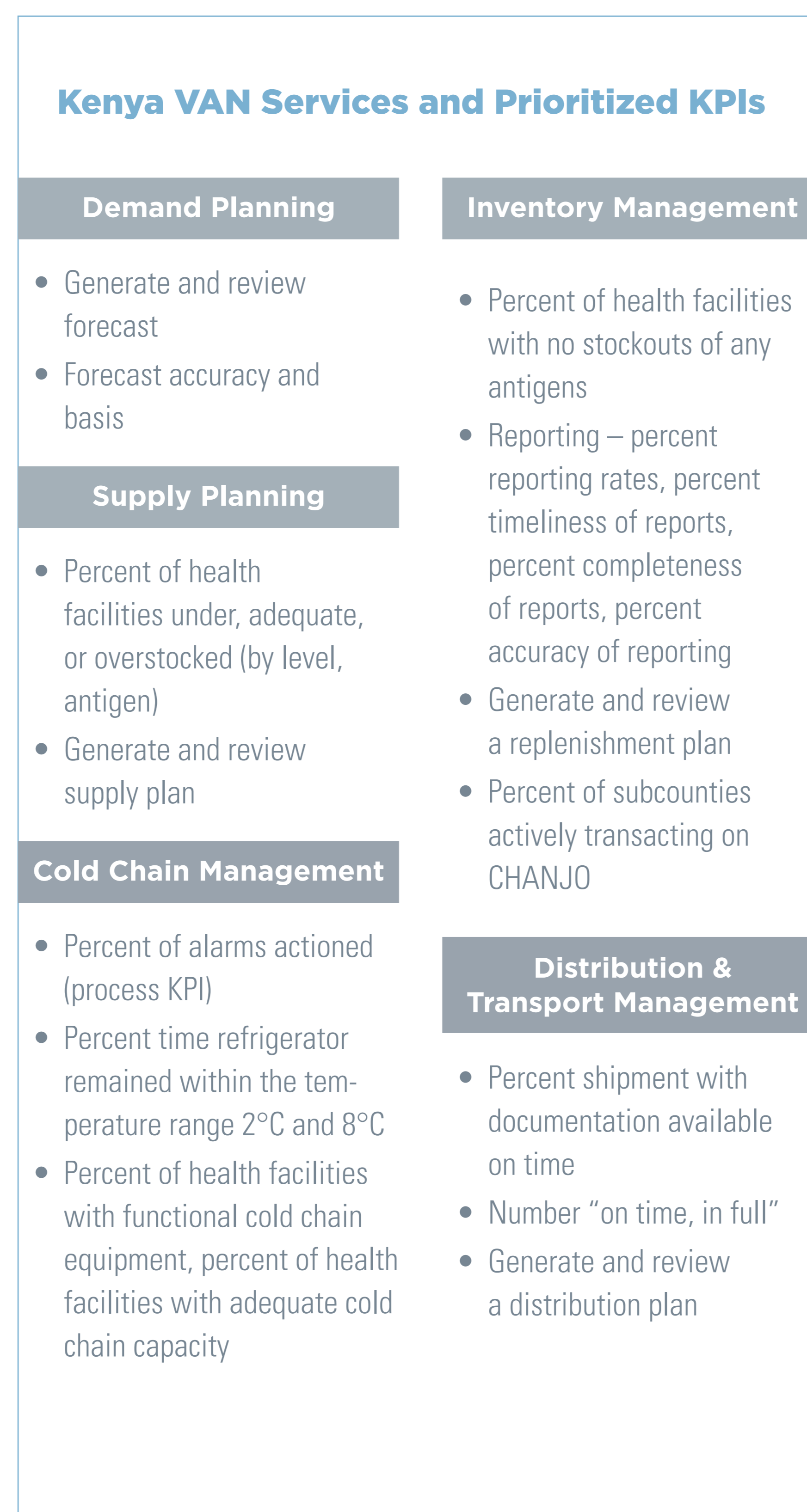
Kenya's Ministry of Health (MOH), through the National Vaccines & Immunization Program (NVIP), has embraced this concept of a multi-stakeholder VAN initiative, as a way to accelerate progress towards her health goals. Kenya envisages that the VAN will transform its vaccine supply chain and enhance program performance.



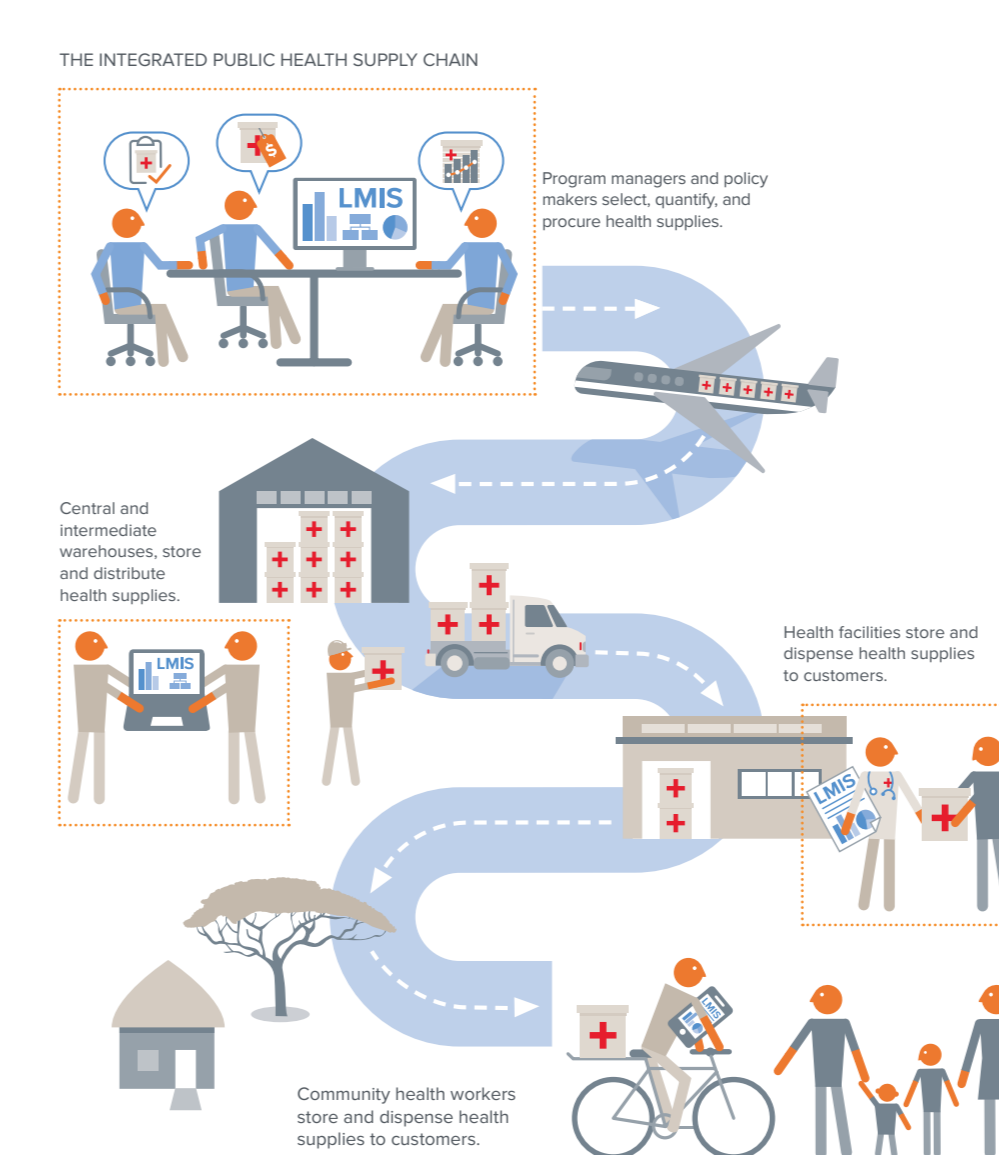
## ACHIEVEMENTS

- Identified the five services under the Vx VAN implementation
- Identified the key processes under each Vx VAN process
- Established a list of priority KPIs
- Designed the organizational structure for the Vx VAN
- Developed strategies for engaging leaders at the national and county level
- Developed a high level roadmap to guide implementation

## THEORY OF CHANGE AND RESULTS



## Kenya is using VAN as a strategy for increasing supply chain integration....



To better understand the context and starting point, and build a design for the VAN implementation, Kenya employed the concept of supply chain integration and evolution as a tool for a quick situation analysis and for better understanding of the end goal.

**VAN teams** at different levels make **strategic and operational** decisions, informed by an end-to-end information system that brings together multiple sources of data.

**VAN creates links** in an integrated supply chain.

## ...and establishing a culture of continuous improvement

