Using the Effective Vaccine Management (EVM) assessment tool to build immunization supply chain (ISC) capacity at national and subnational levels

Dan Brigden (WHO)

Srihari Dutta (UNICEF)

Olamide Folorunso (UNICEF)

12/01/2023

Agenda

1. Building ISC capacity at **national** level Dan Brigden (WHO)
2. Building ISC capacity at **facility** and **individual** level Srihari Dutta (UNICEF)
3. Building EVM capacity at national level Olamide Folorunso (UNICEF)

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A global initiative to improve immunization supply chains.

The Effective Vaccine Management (EVM) global initiative provides materials and tools needed to **assess** and **monitor** vaccine supply chains and help countries **improve** their supply chain performance.

EVM

Setting a standard for the vaccine supply chain

What is EVM?

1. A set of **standards** that together define the optimal immunization supply chain

2. A **questionnaire** that can assess if a health facility meets those standards

3. A **secure website** to create and manage EVM assessments, and to analyze which standards have been met at national or subnational levels

4. A **mobile app** that is used to administer the questionnaire

5. An **improvement planning tool** that can be used to develop a continuous improvement plan (cIP) based on the assessment findings
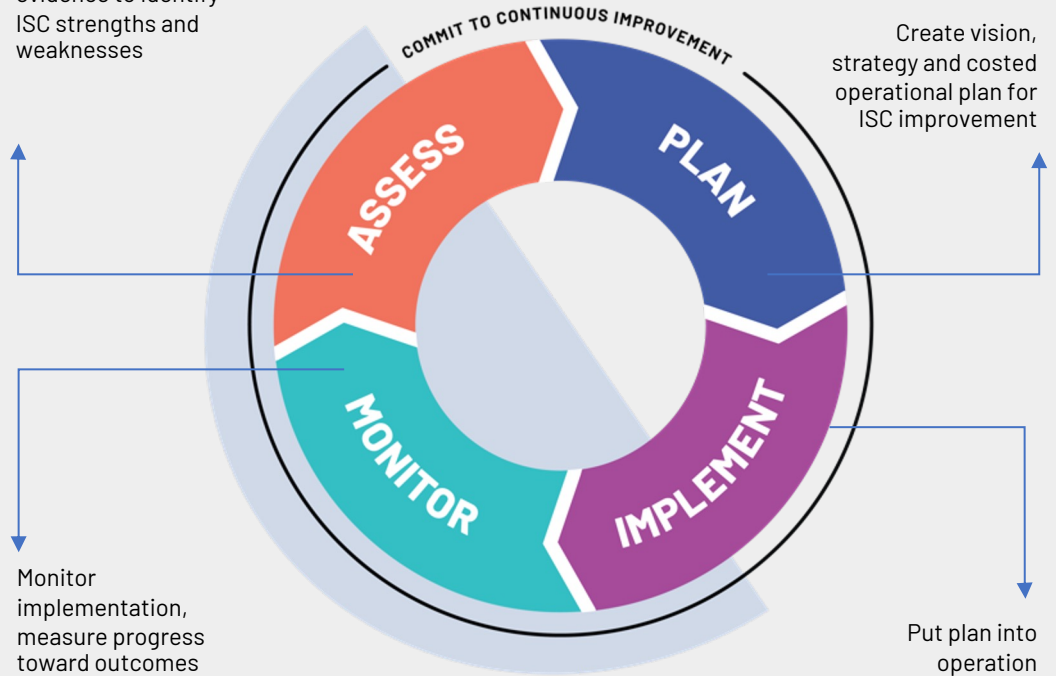
EVM supports continuous improvement

To put it another way...

1. **Assess** your supply chain

2. **Make** an improvement plan

3. **Improve** your supply chain

4. **Ensure** the plan is working

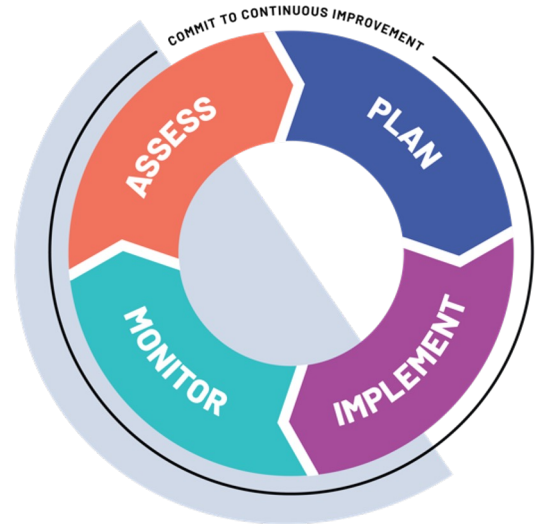Collect and review evidence to identify ISC strengths and weaknesses

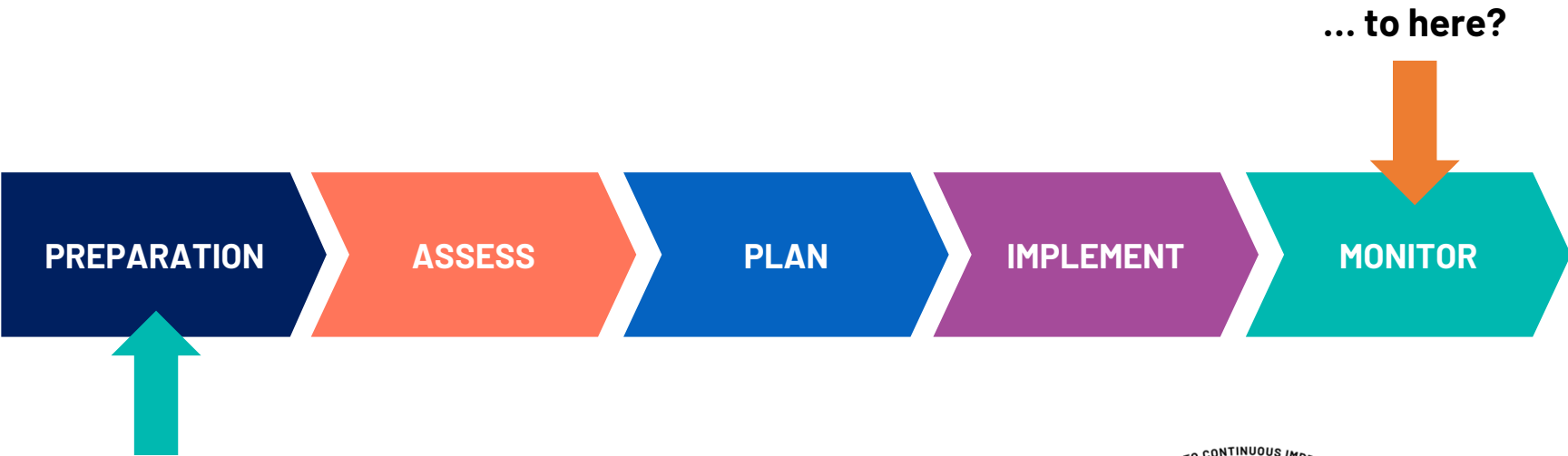Create vision, strategy and costed operational plan for ISC improvement

COMMIT TO CONTINUOUS IMPROVEMENT

ASSESS

PLAN

MONITOR

IMPLEMENT

Monitor implementation, measure progress toward outcomes

Put plan into operation

6

Continuous improvement plan (cIP)

EVM
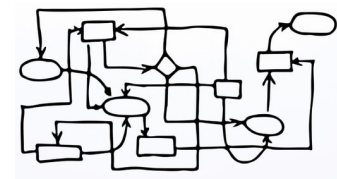
Creating an EVM assessment

With EVM2, countries are in the driver's seat.

Countries can assess any aspect of their supply chain, 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.

EVM assessment - process

EVM Manager

On EVM website:

1. Create assessment

2. Assign locations to assessors

EVM Assessor

On EVM app, for each assigned location:

1. Download questionnaire

2. Collect data at health facility

3. Upload completed questionnaire

EVM Manager

On EVM website:

1. Review, validate and approve uploaded questionnaires

2. Finalize assessment

3. Analyze results

4. Generate EVM Report

5. Download cIP Development Tool

1

2

3

More insights, greater clarity

The EVM2 framework provides greater clarity on every aspect of ISC performance. 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 *input*, *output* and *performance* categories.

Heat-map: This graph presents the criteria and category scores for one or more location in an assessment, or for an entire assessment. Locations to include can be defined by state, district, or supply chain level.
Total number of locations included: 45

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources	OUTPUTS	PERFORMANCE	TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	TOTAL
Vaccine arrivals	E1			50	100	85	100	81		83
Temperature management	E2			58	85	39		20	98	68
Storage and transportation capacity	E3	93	60		99	43	100	86	100	75
Facility infrastructure and equipment	E4	85	79	81			83	73		80
Maintenance and repair	E5			38	67	13	88	53	91	65
Stock management	E6			67	91	46		59	70	68
Distribution of vaccines and dry goods	E7		100	40	79	26	84	72	100	69
Vaccine management	E8				89	49		100		71
Waste management	E9		65		73	28	100	62	92	76
Annual needs forecasting	M1				90	81		97	1	79
Annual work planning	M2				92	84	96	74	77	84
Supportive supervision	M3	100	100	85	76	74	20	78		85
iSC performance monitoring	M4			74	60	30		25		44
TOTAL		86	75	68	81	45	95	64	83	72

Level
All selected (4)

AU1
All

AU2
All

AU3
All

Location
All

Assessment
National Assessm

Criterion type
Facility operations & ma

Apply

Export

Heat-map: This graph presents the criteria and category scores for one or more location in an assessment, or for an entire assessment. Locations to include can be defined by state, district, or supply chain level.
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All

AU2
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Location
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National Assessment

Criterion type
Facility operations & ma...

Apply

Export

		Infrastructure	Equipment	Information technology	Human resources	Policies & procedures	Financial resources			TOTAL
		C1	C2	C3	C4	C5	C6	OUTPUTS	PERFORMANCE	
Vaccine arrivals	E1			50	100	85	100	81		83
Temperature management	E2			58	85	39		20	98	68
Storage and transportation capacity	E3	93	60		99	43	100	86	100	75
Facility infrastructure and equipment	E4	85	79	81				83	73	80
Maintenance and repair	E5				67		88	53	91	65
Stock management	E6			67		46			70	68
Distribution of vaccines and dry goods	E7		100	40	79	26			100	69
Vaccine management	E8				89	49		100		71
Waste management	E9		65		73	28	100	62	92	76
Annual needs forecasting	M1				90	81		97	1	79
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TOTAL		86	75	68	81	45	95	64	83	72

What does EVM have to say about human resources in the vaccine supply chain?

- EVM

extranet.who.int/evm2/web/country/HeatMapRequirements?au1Id=00000000-0000-0000-0000-000000000000&au2Id=00000000-0000-0000-0000-000000000000&au3Id=00000000-0000-0000-0000-000000000000&locationId=00000000-000...

Effective Vaccine Management

EN

Export Back

Requirement - Category: C4 Human resources; Criterion: E5 Maintenance and repair
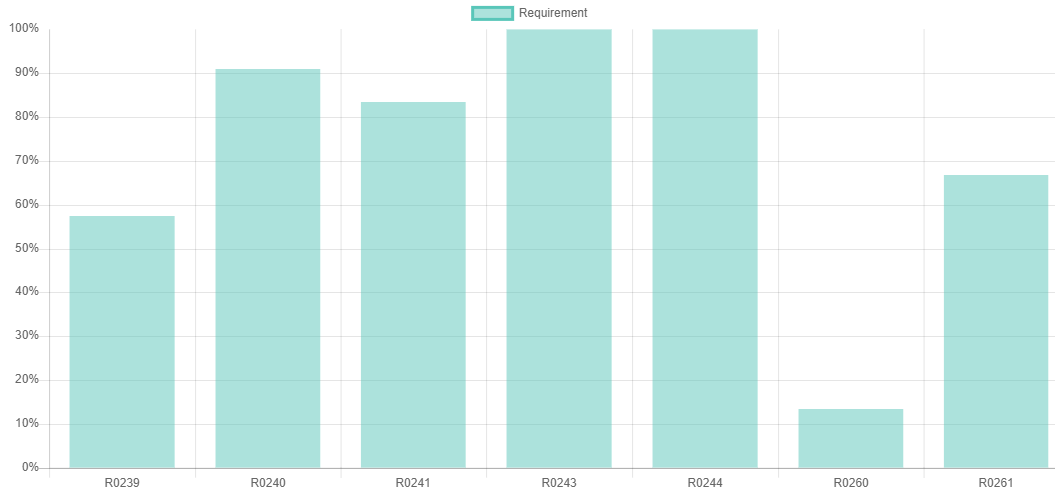
Requirement

Total number of locations included: 45

	Requirement
R0239 - At least one staff is assigned to carry out routine refrigeration maintenance tasks.	57.51
R0240 - At least one staff is assigned to maintain an inventory of cold chain equipment.	90.86
R0241 - At least one staff is assigned to carry out routine vehicle maintenance tasks.	83.33
R0243 - Refrigeration technicians or services are available to maintain and repair cold chain equipment.	100
R0244 - Auto mechanics or services are available to maintain and repair vaccine transportation vehicles.	100
R0260 - Responsible staff are trained in routine refrigeration maintenance.	13.36
R0261 - Responsible staff are trained to maintain an inventory of cold chain equipment.	66.71

C4 Human resources (input category)

C4.1   **Staffing**

C4.2   Training

C4.3   Knowledge

R0232	At least one member of staff is responsible for forecasting vaccine and dry goods needs.
R0233	At least one member of staff is responsible for annual work planning.

R0242 is applicable at all levels,
but weighted differently per level:
PR (5), SN (5), LD (1), SP (1).

R0237	Two or more members of staff are able to inspect vaccine shipments.
R0238	Adequate staff are assigned to monitor vaccine temperatures.
R0240	At least one staff is assigned to maintain an inventory of cold chain equipment.
R0241	At least one staff is assigned to carry out routine vehicle maintenance tasks.
R0242	Building maintenance staff or services are available to maintain buildings.
R0243	Refrigeration technicians or services are available to maintain and repair cold chain equipment.

This C4.1 requirement is applicable to
E5 (Maintenance and Repair)

R0245	Two or more members of staff are assigned to manage vaccine stocks.
R0250	Adequate number of staff is assigned to manage immunization waste.
R0251	The turnover of iSC facility staff is low.

C4 Human resources (input category)

	C1	C2	C3	C4	C5	C6
E1				✓		
E2	✓	✗	✗	✓		✗
E3		✓			✓	✓
E4				✗		✓
E5			✓			
E6	✗			✓	✗	
E7		✓			✗	✓
E8						
E9	✗		✓			

C4.1   Staffing

C4.2   Training

C4.3   Knowledge

R0255	Responsible staff are trained how to carry out ISC performance monitoring tasks.
R0258	Responsible staff are trained how to inspect vaccine shipments.
R0259	Responsible staff are trained how to monitor vaccine temperatures.
R0260	Responsible staff are trained in routine refrigeration maintenance.
R0261	Responsible staff are trained to maintain an inventory of cold chain equipment.
R0262	Responsible staff are trained in vaccine stock management.
R0263	Responsible staff are trained how to carry out vaccine distribution tasks.
R0267	Responsible staff is trained in immunization waste management.

C4 Human resources (input category)

	C1	C2	C3	C4	C5	C6
E1				✓		
E2	✓	✗	✗	✓		✗
E3		✓			✓	✓
E4				✗		✓
E5			✓			
E6	✗			✓	✗	
E7		✓			✗	✓
E8						
E9	✗		✓			

C4.1   Staffing

C4.2   Training

C4.3   Knowledge

R0268	Responsible staff are knowledgeable of key principles and procedures of temperature monitoring.
R0272	Responsible staff are knowledgeable of key principles and procedures of vaccine & dry goods storage.
R0274	Responsible staff are knowledgeable of key principles and procedures of vaccine stock management.
R0277	Responsible staff are knowledgeable of key principles and procedures of vaccine distribution.
R0286	Responsible staff are knowledgeable of key principles and procedures of vaccine management.
R0294	Responsible staff are aware of key principles and procedures of immunization waste management.

Heat-map: This graph presents the criteria and category scores for one or more location in an assessment, or for an entire assessment. Locations to include can be defined by state, district, or supply chain level.
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Level
All selected (4)

AU1
All

AU2
All

AU3
All

Location
All

Assessment
National Assessme

Criterion type
Facility operations & ma

Apply

Export

What does EVM have to say about supportive supervision (M3) at Facility Management level?

EN ▾

Effective Vaccine Management **SETTING THE STANDARD**

Setting the standard for the vaccine supply chain

EVM defines almost 900 requirements that a vaccine supply chain needs to meet. These are listed below. Use the drop-downs to filter by EVM criteria or category. You can also filter by supply chain level applicability.

| × M3 - Supportive supervision | Categories |
| Level | ☐ Show sub-requirements |

Questionnaire version: 1.12

Showing 1 to 12 of 12 entries (filtered from 891 total entries)

⬇ **Download**

Category	Code	Requirements	PR	SN	LD	SP	
C1.1 - Utilities & services	R0006	There is a reliable supply of fuel for vehicles for supervision visits.	5	5	5	-	👁
C2.2.1 - Vehicles	R0076	Transport is always available for scheduled supervision visits.	5	5	5	-	👁
C3.2 - Data management technology	R0223	Supervisors use a standard supervision checklist.	5	5	5	-	👁
C3.2 - Data management technology	R0224	The supervision checklist covers key areas of vaccine management. [5]	5	5	5	-	👁
C4.2 - Training	R0254	Supervisors are trained in supportive supervision.	5	5	5	-	👁
C5.3 - SOPs	R0301	The facility has supportive supervision guidance materials for supervisors.	5	5	5	-	👁
C6.2 - Funds for operations	R0407	Facility funds budgeted for supportive supervision are received in full and on time. [2]	5	5	5	-	👁
C6.2 - Funds for operations	R0410	Facility funds received for supportive supervision are sufficient.	5	5	5	-	👁
O - Output	R0669	Supervisory visits are arranged according to a fixed schedule.	5	5	5	-	👁

M3 - Supportive supervision ✕ | Categories

Level | ☐ Show sub-requirements

Questionnaire version: 1.12

⬇ Download

Showing 1 to 12 of 12 entries (filtered from 891 total entries)

Category	Code	Requirements	PR	SN	LD	SP	
C1.1 - Utilities & services	R0006	There is a reliable supply of fuel for vehicles for supervision visits.	5	5	5	–	👁
C2.2.1 - Vehicles	R0076	Transport is always available for scheduled supervision visits.	5	5	5	–	👁
C3.2 - Data management technology	R0223	Supervisors use a standard supervision checklist.	5	5	5	–	👁
C3.2 - Data management technology	R0224	The supervision checklist covers key areas of vaccine management. [5]	5	5	5	–	👁
C4.2 - Training	R0254	Supervisors are trained in supportive supervision.	5	5	5	–	👁
C5.3 - SOPs	R0301	The facility has supportive supervision guidance materials for supervisors.	5	5	5	–	👁
C6.2 - Funds for operations	R0407	Facility funds budgeted for supportive supervision are received in full and on time. [2]	5	5	5	–	👁
C6.2 - Funds for operations	R0410	Facility funds received for supportive supervision are sufficient.	5	5	5	–	👁
O - Output	R0669	Supervisory visits are arranged according to a fixed schedule.	5	5	5	–	👁
O - Output	R0670	Supervisors maintain a record of visits and findings.	1	1	1	–	👁
O - Output	R0671	All scheduled visits take place.	5	5	5	–	👁
O - Output	R0672	Staff receive feedback from supervisors. [2]	5	5	5	5	👁

50 ▾

Previous | 1 | Next

Infrastructure management	R1
Equipment management	R2
IT systems management	R3
Human resources management	R4
Knowledge management	R5
Financial resources management	R6
Strategic planning	ST
TOTAL	

What does EVM have to say about human resources management (R4) and knowledge management (R5) at **national immunization programme level**?

R4 - Human resources management

Categories

Level

☐ Show sub-requirements

Questionnaire version: 1.12

Showing 1 to 8 of 8 entries (filtered from 891 total entries)

Download

Category	Code	Requirements	PR	SN	LD	SP
C5.2 – Policy & strategy	R0809	Policies, roles & responsibilities for the management of human resources for the immunization supply chain are clearly documented.	–	–	–	–
C6.3 – Funds for development	R0810	Program funds are available to fill vacant program management posts.	–	–	–	–
C6.3 – Funds for development	R0811	Program funds budgeted for staff development are received in full and on time. [2]	–	–	–	–
O – Output	R0814	There is an ISC training curriculum.	–	–	–	–
O – Output	R0815	There are up-to-date records of iSC staff training.	–	–	–	–
O – Output	R0816	The iSC training materials meet minimum quality standards. [4]	–	–	–	–
O – Output	R0821	The ISC training materials are available for download on the MoH/EPI Web portal.	–	–	–	–
P – Performance	R0822	Recruitment, training and knowledge of iSC staff meet EVM standards.	–	–	–	–

50 ∨

Previous | 1 | Next

R5 - Knowledge management

Level

Download

Category	Code	Requirements		PR	SN	LD	SP
C4.1 - Staffing	R0823	A post with overall responsibility for the management of iSC SOPs is established.		-	-	-	-	👁
C5.2 - Policy & strategy	R0824	Policies, roles & responsibilities for the management of iSC SOPs are clearly documented.		-	-	-	-	👁
C5.2 - Policy & strategy	R0825	Policies, roles & responsibilities for key iSC facility management tasks are clearly documented. [4]		-	-	-	-	👁
C5.2 - Policy & strategy	R0830	Policies, roles & responsibilities for key iSC facility operations tasks are clearly documented. [8]		-	-	-	-	👁
O - Output	R0839	There is a documented list of model iSC SOPs.		-	-	-	-	👁
O - Output	R0840	There are model SOPs for key iSC operations tasks. [22]		-	-	-	-	👁
O - Output	R0863	The model SOPs meet minimum quality standards. [3]		-	-	-	-	👁
O - Output	R0870	The model SOPs have the required document control elements. [5]		-	-	-	-	👁
O - Output	R0876	The model SOPs are up-to-date.		-	-	-	-	👁
O - Output	R0877	The model SOPs are available for download on the MoH/EPI Web portal.		-	-	-	-	👁
O - Output	R0878	There are model guidance or training materials for immunization managers. [4]		-	-	-	-	👁
O - Output	R0883	The guidance/training materials meet minimum quality standards. [2]		-	-	-	-	👁
O - Output	R0886	The guidance/training materials are up-to-date.		-	-	-	-	👁
O - Output	R0887	The guidance/training materials are available for download on the MoH/EPI Web portal.		-	-	-	-	👁
P - Performance	R0888	iSC evidence, policies and procedures are available where required.		-	-	-	-	👁

Criteria

Categories

Level

☑ Show sub-requirements

Questionnaire version: 1.12

⬇ Download

Showing 1 to 50 of 891 entries

Category	C	Requirements		PR	SN	LD	SP	
C1.1 – Utilities & service		**R0001** The facility has functional means of communication. [3]		5	5	5	5	👁
C1.1 – Ut services								👁
C1.1 – Ut services								👁
C1.1 – Ut services								👁
C1.1 – Ut service								👁
C1.1 – Ut services		**R0006** There is a reliable supply of fuel for vehicles for supervision visits.		5	5	5		👁

891 EVM requirements set the standard for the vaccine supply chain

https://evm2.who.int/Public/Requirements

Download the cIP Assistant Tool
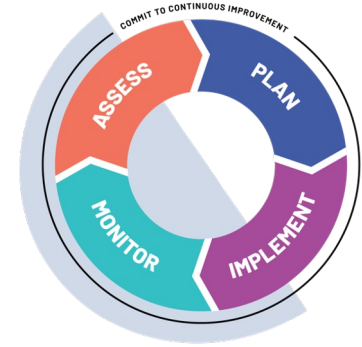
Once an assessment has been completed, the EVM manager can download an Excel tool to help prepare for the continuous improvement planning (cIP) workshop.

The tool includes a list of *every requirement score* from the assessment. EVM managers can use the tool to generate a list of improvement activities that address the weaknesses identified.

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2. Building ISC capacity at facility and individual level
3. Building EVM capacity at national level Olamide Folorunso (UNICEF)

Building ISC capacity at facility & individual level
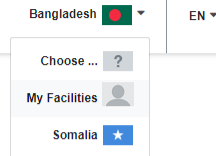
EVM is also a tool for **self-assessment and self-learning** beyond the national assessment.

1. Anyone can use **My Facilities**.

2. The EVM app can be used for data *analysis* as well as data *collection.*

3. Key ISC resources (for example, WHO guidance or training material) have been embedded within the EVM app and can be referred to my assessors or those being assessed at the point of need.

L30.1 Supervision received

Use this sub-section to assess if the facility receives regular supportive supervision.

1. During the past 12 months, how many supervisory visits did the facility receive?

3

2. Are there records of the latest visit?

Yes | No

3. Did the supervisor leave written feedback?

Yes | No

Back L30 | Save | Next L30.2

Resources - Q1015 - During the past 12 months, how ma

Sort by

Training for mid-level managers (MLM) - Module 4: Supportive supervision

World Health Organization, 2008

This module will help the mid-level manager to obtain the maximum benefit from every supervisory visit, from the training of supervisors, through managing a system of supervisory visits to following up and solving problems after the supervisory session.

Section reference: 3.2.2 Feedback to the health staff concerned

Type: Guidance

Link: https://apps.who.int/iris/bitstream/handle/10665/337056/9789240015692-eng.pdf

Resources

Resources

EVM Good Practice   My favourites   Help

All criteria ⌄	All categories
All authors ⌄	C1 - Infrastructure

Resources: 205

C2 - Equipment

C3 - Information technology

Vaccine Storage & Handling

C4 - Human resources

This toolkit provides information
to assist you in properly storing
The Centers for Disease Control
Storage and Handling Toolkit bri

C5 - Policies & procedures

C6 - Financial resources

O - Output

Author: Centers for Disease C

P - Performance

Published: 2021

Type: Tool

Cold chain support package - Procurement guidelines - Vaccine carriers and cold boxes ☆

Guidance to the procurement of Vaccine Carriers and Cold Boxes
for vaccine distribution.

Author: UNICEF

Published: 2021

Type: Guidance

MODULE 12: Labeling, Handling and Collection of Healthcare Waste ☆

Describe appropriate labeling, handling and collection procedures
for wastes, particularly infectious and sharps wastes
• Present the steps in developing a collection
system
• Describe methods of bag closure
• Describe ways for handling common proble ...

Author: United Nations Development Programme

EVM Good Practice   My favourites   Help

E2 - Temperature management ⌄	C4 - Human resources ⌄
World Health Organization ⌄	Guidance ⌄

Resources: 3

How to monitor temperatures in the vaccine supply chain ☆

This module of the WHO Vaccine Management Handbook (VMH)
focuses on temperature monitoring and provides updated
implementation guidance on vaccine vial monitors, and various
temperature monitoring tools for cold rooms and fridges, including
the new d ...

Author: World Health Organization

Published: 2015

Type: Guidance

EVM Model Standard Operating Procedures Consolidated version, with user guide ☆

This SOP explains how to verify that the vaccines delivered are in
good condition and that they are accompanied by the appropriate
documents before accepting them in the national supply chain

Author: World Health Organization

Published: 2013

Type: Guidance

Immunization in Practice. Module 2: The vaccine cold chain ☆

This module provides guidance for workers at health facility level. It
covers the use of cold chain and temperature monitoring
equipment and the basic maintenance of cold chain equipment.
The module describes the existing range of WHO prequalified eq ...

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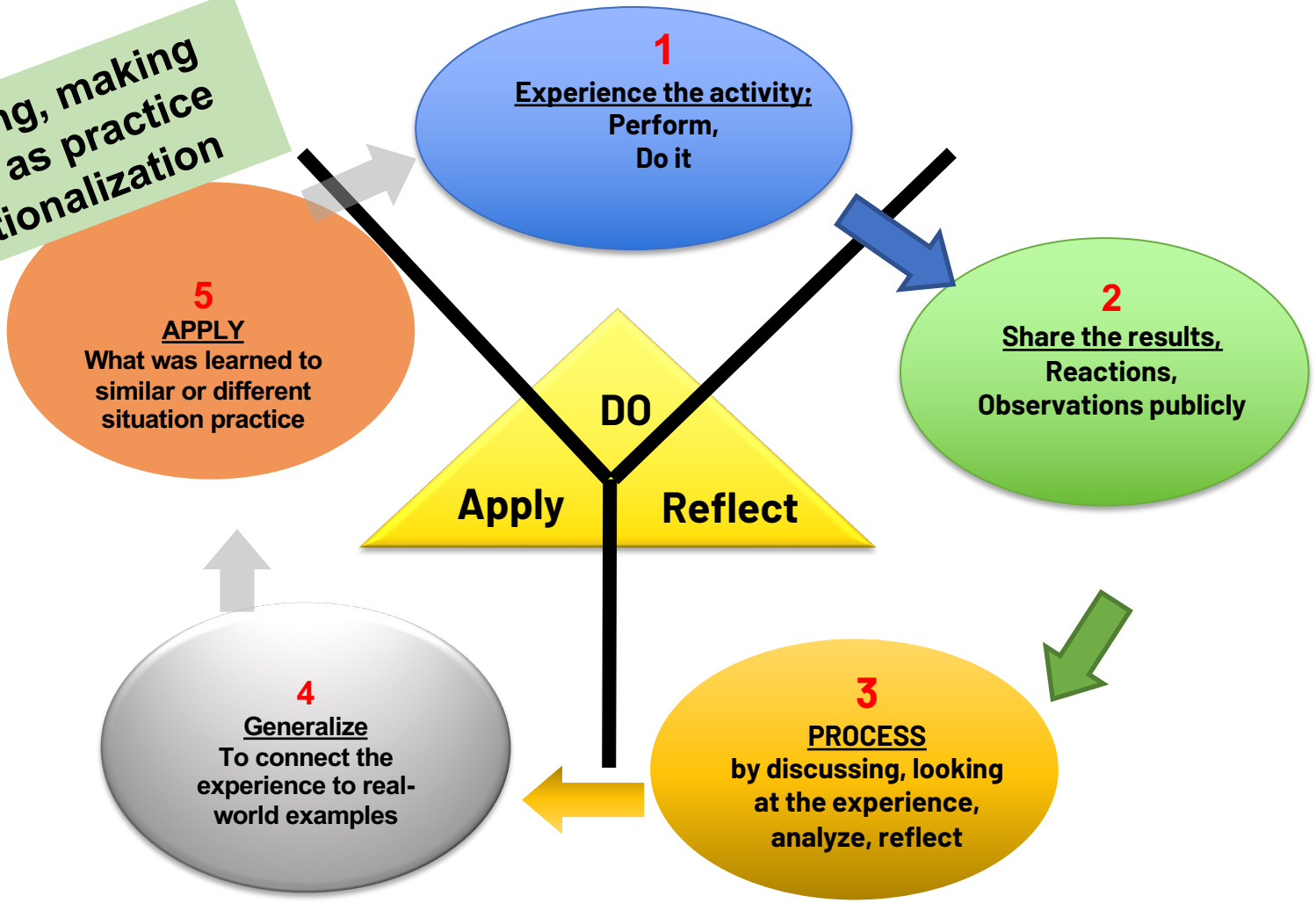
Building ISC Capacity At The Facility & Individual Level

PROCEDURE

Standards

EPI-SC System

POLICIES

Process

Mangers and Implementers at National, SN and HF Managers
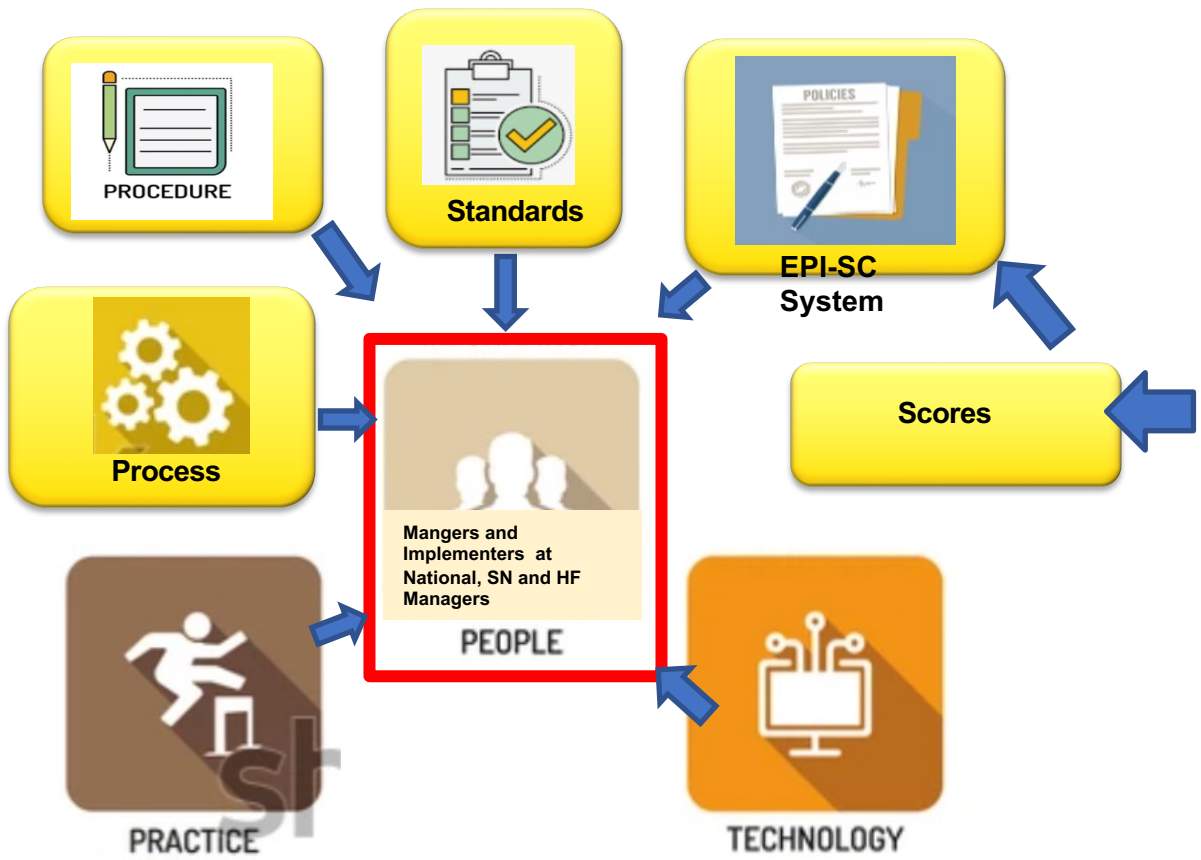
PEOPLE

Scores

PRACTICE

TECHNOLOGY

EVM
Setting a standard for the vaccine supply chain

Improvement in the
Immunization Supply Chain of their Country/ State/ District and HF

1. Vaccine Arrival procedures
2. Temperature Monitoring
3. Vaccine Storage
4. Equipment Maintenance
5. **Stock Management**
6. Distribution
7. Vaccine Management
8. Waste Management
9. Needs planning, forecasting and Supervision

Sustainable institutionalization and working as change agent

- Continuous capacity building(<u>not done for MOH</u>) of MOH staff and advocacy to internalize EVM initiative and related process through skill transfer

- MOH and Public health professionals use the EVM tool as a routine tool to assess, monitor, and evaluate the performance of EPI SC

- Engage staff of all levels, Policy makers, planners and implementers

- Establish National and regional resource pools to support and guide MOH in implementing the EVM initiative

- Continuously build and assess the performance of the national resource pool

- Inter-country resource exchange and country visits during the EVM process

- Make EVM part of the country's public health teaching curriculum

- Structured review of cIP implementation and root cause analysis for delayed implementation

- Advocate health supply chain system to use principles of EVM

- EVM scores to be seen every day by the facility manager
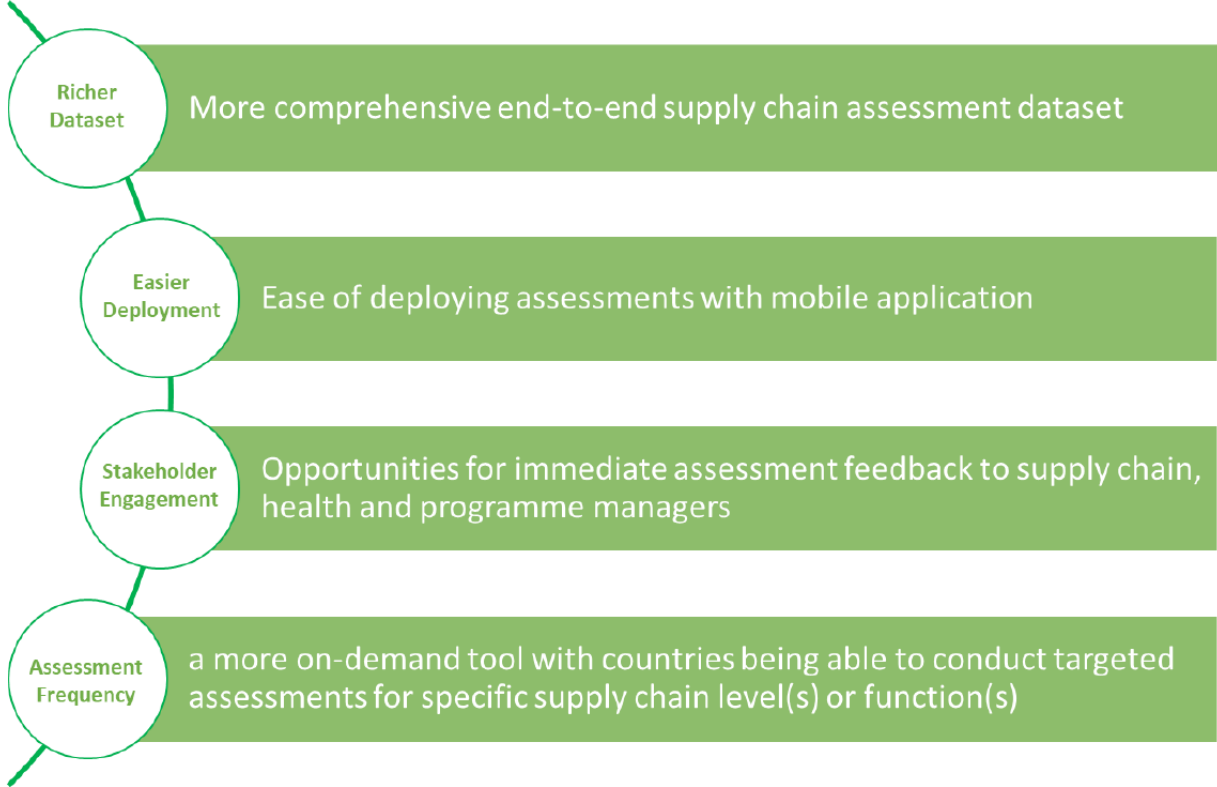
Agenda

1. Building ISC capacity at national level Dan Brigden (WHO)

2. Building ISC capacity at facility and individual level Srihari Dutta (UNICEF)

3. Building EVM capacity at national level Olamide Folorunso (UNICEF)

EVM 2 Assessments Evolution

2019	2020	2021	2022
Iraq	Cambodia	Bangladesh	Comoros
Maldives	Cameroon	Burundi	Gambia
Pakistan	Djibouti	Côte d'Ivoire	Guinea
	Indonesia	Eritrea	India
	Kenya	Ghana	Jordan
	Madagascar	Lebanon	Kyrgyzstan
	Nepal	Malawi	Liberia
	Niger	Mongolia	Mauritania
	Sudan	Nigeria	Qatar
	Uganda	Sri Lanka	Sao Tome and Principe
	Viet Nam	Tanzania	Sierra Leone
		Togo	Tajikistan
		Zambia	Tunisia
			Uzbekistan

EVM 2 Roll-out: Initial experiences*

Richer Dataset
More comprehensive end-to-end supply chain assessment dataset

Easier Deployment
Ease of deploying assessments with mobile application

Stakeholder Engagement
Opportunities for immediate assessment feedback to supply chain, health and programme managers

Assessment Frequency
a more on-demand tool with countries being able to conduct targeted assessments for specific supply chain level(s) or function(s)
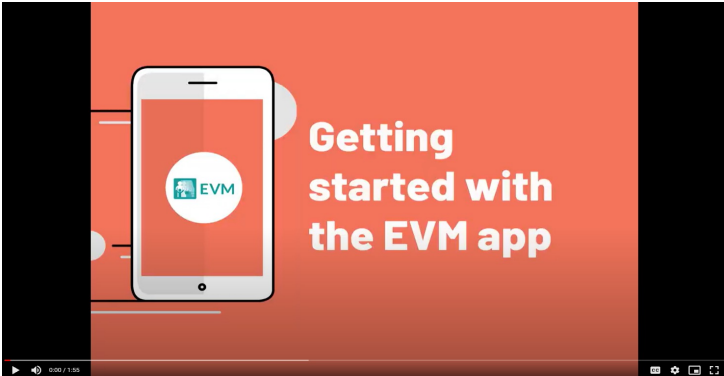
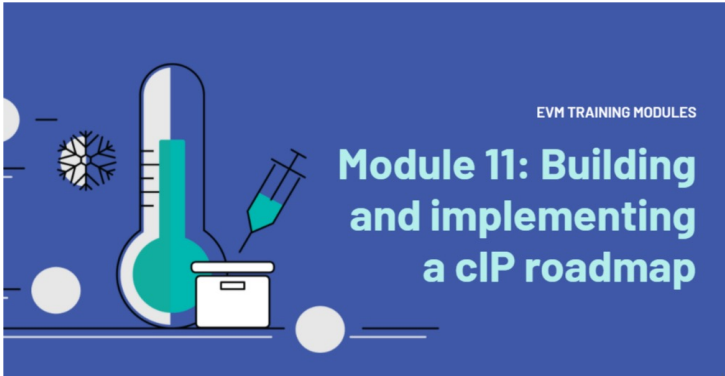* Systematic EVM 2 deployment lessons and experiences in 2023

Capacity Development through EVM 2
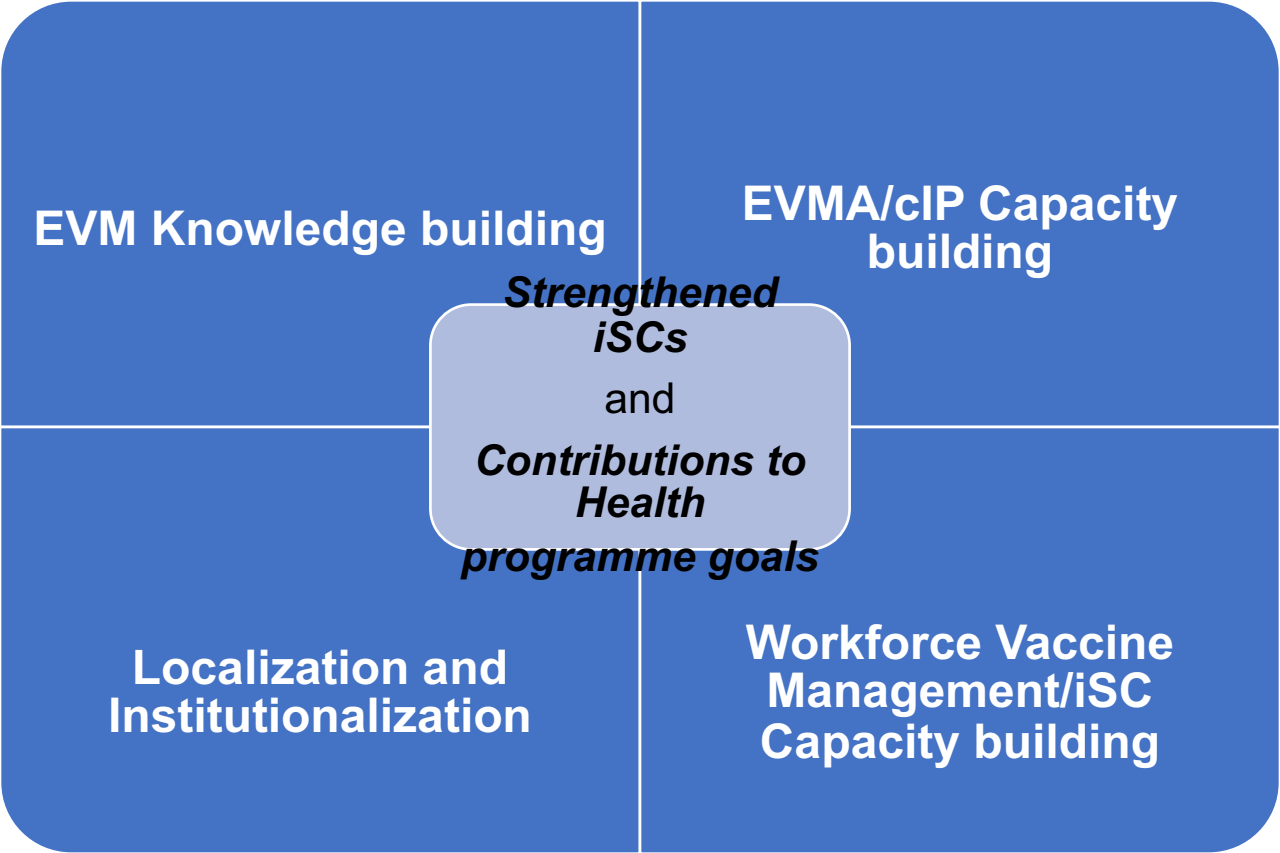
EVM Knowledge building

EVMA/cIP Capacity building

Strengthened iSCs

and

Contributions to Health

programme goals

Localization and Institutionalization

Workforce Vaccine Management/iSC Capacity building

EVM Knowledge building

TechNet EVM Repository
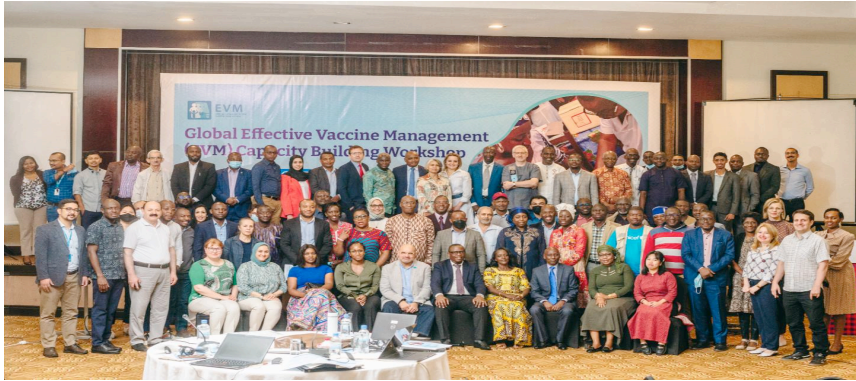
EVMA/cIP Capacity building (1/2)

Global EVM Capacity Building Workshop. Rwanda. *95 F2F Participants*

MENA EVM Capacity Building Workshop. Morocco. *45 F2F Participants*

EAPRO and ROSA EVM Workshop. Bangkok. *70 F2F Participants*

PAHO/LACRO EVM Workshop. Morocco. *70 F2F Participants*

EVMA/cIP Capacity building (2/2)

EVM Webinar Series

Session 1: What is Effective Vaccine Management (EVM) and why is it so important?

Access webinar

Session 2: Planning and delivering an EVM assessment - who, when and how?

Access webinar

Session 3: Developing and implementing a continuous improvement plan (cIP)

Access webinar

Session 4: What does EVM tell us about the evolution of immunization supply chains from 2010 to 2022?

Access webinar

Localization and Institutionalization- *Catalyzing government and local Institutions' engagement e.g., LTAs*

Terms of Reference (TOR): Establishment for Institutional Long-Term Arrangements (LTAS) for Effective Vaccine Management Scale-up

1.0. BACKGROUND
The Effective Vaccine Management (EVM) process assesses supply chain functions, identifies bottlenecks and develops recommendations for improvement and has long been a critical continuous improvement approach to strengthening immunization supply chains.

The new mobile-based version- EVM2.0[1], was developed building on lessons from planning, executing and evaluating the EVM process and is currently being rolled out across countries.

Early country adopters have described an updated criteria/category list (such as human resources and waste management), the possibility of targeted assessments and a more robust dataset and automation, as few of the benefits of EVM 2.0.

In the next two (2) years, more than forty (40) countries have planned or are due for an EVM assessment, with a need to sustainably provide technical assistance in planning, training and preparation, to conduct assessments and in the development of continuous improvement plans (cIP).

To effectively scale EVM deployment, in the short to long-term, UNICEF aims to prioritize the engagement of in-country and regional supply chain vendors (*including academic, private, non-governmental organizations and partner institutions*) and enter into Long-Term Arrangements (LTAS) and individual contracts with these organizations, for the provision of EVM-related and capacity building activities.

2.0. PURPOSE AND OBJECTIVES
The purpose of this Request for Proposal for Services (RFPS) is to seek qualified vendors with significant knowledge of vaccines, supply chain (especially for immunization), primary health care, health systems and health systems strengthening programming (design, execution and evaluation), bottleneck analysis, solutions and innovations in Low and Middle-Income Countries (LMICs).

As a result of this RFPS and to provide technical assistance to countries through different EVM phases (preparation, assessment, planning and monitoring) and capacity building of EVM Framework components, UNICEF wishes to enter into a non-exclusive Long Term Arrangement for Services (LTAS) for an initial two (2) year period, with the possibility of extension for additional one (1) year under the same terms and conditions based on satisfactory performance.

3.0. DESCRIPTION OF ACTIVITIES
Under the direct supervision of the Regional/Country Office Health/Immunization/Supply Chain/EVM focal point and overall coordination of the Health Specialist, Programme Group, the selected institution(s) shall perform activities in the below four (4) key service areas during the LTA period.

[1] Effective Vaccine Management (EVM)

1 | P a g e

LTAs Institutions

1. **Vendor: Ganeshaid Consultancy Company Limited**
   Nguyen Van Ngoc Street,
   Ba Dinh District 6th Floor No. 26,
   10000 Hanoi, Vietnam.
   Contact Person: Dorothy Lead
   Position: Managing Director
   Email: dleab@ganeshaid.com

2. **Vendor: I See Information Technology (ISEET Accelerating Digital Transformation)**
   Wasfi Al Tal Street, 11194 Amman, Jordan.
   Contact Person: Amjad Hiary
   Position: Founder and CEO
   E-mail: amjad@iseet.co

3. **Vendor: The Balanzan Institute (TBI)**
   Somgande Rue 25.09 Secteur 25 1246, Kadiogo, 9367 Ouagadougou, Burkina Faso
   Contact Person: Dr. Modibo Dicko
   Position: Organization and Information Secretary
   Email: dickom@thebalanzan.org

4. **Vendor: The National Institute of Health and Family Welfare (NIHFW)**
   Baba Gang Nath Marg, Delhi, 110067 Munirka, India.
   Contact Person: Nidhi Kesarwani,
   Position: Director
   Email: director@nihfw.org

5. **Vendor: University of Rwanda Single Project Implementation Unit (East Africa Community** Regional Center of Excellence), Kigali, Rwanda
   Contact Person: Dr. Stephen Karengera
   Position: Director
   Email: Stephen.karengera@gmail.com

Countries supported by LTAs Institutions (2022)

1. Benin
2. Congo
3. India
4. Liberia
5. Sao Tome and Principe
6. Sierra Leone
7. Togo
8. Tunisia

Localization and Institutionalization-
Supply chain improvement plans Implementation Tool (SCIP)

Welcome to the Supply chain Continuous Improvement Plans Implementation Tool (SCIP)

Catalyzing sustainable multisectoral continuous improvement interventions

Globally tracking cIP Development and implementation

Systematic EVM Process Monitoring

(S)NLWGs presence and functionality mapping

Workforce vaccine management and iSC Capacity building

Development of e-modules leveraging EVM framework for the Technical modules

Strategic Modules (Suggested) Topics

- Developing and implementing national supply chain strategies
- How to develop interventions to ensure reaching the underserved and unreached populations
- Understanding WUENIC data and identifying zero dose and underserved populations
- Evolution of the Gavi Alliance Immunization Supply Chain strategy, UNICEF Immunization roadmap and linkages with Immunization Agenda 2030
- Digital solutions and technology as supply chain enablers
- Effective uptake and scaling of supply chain innovations

Leadership/Management (Suggested Topics

- The health programme leader- personalities, leadership and management
- Effectively managing and leading teams
- Making decisions and working effectively with partners
- Introduction to project management
- Communication, influencing and providing and managing feedback
- Leveraging conflict positively
- Risk mitigation and change management
- Motivation in the workplace
- iSC Performance monitoring
- Effective data collection, data analytics, presentation and use of data for action

Technical Modules (Suggested) Topics

- Managing immunization (and other PHC services) waste across the supply chain
- CCE decommissioning and safe disposal
- Creating and managing CCE inventories
- UCC maintenance (& repurposing)
- Effective cold chain forecasting and planning
- Efficient stock management: Using a case study, introduce basics of stock reporting and analysis (scope, formats, frequency, data sources, physical inventory etc.) including interpretation and use for action
- Principles of vaccine management at different supply chain levels
- Vaccine forecasting and supply planning
- Principles and strategies of distribution (up to the last mile) and optimizing along the chain
- Supply chain resilience

Pipeline EVMAs- 2023 to 2025

2023

- Afghanistan
- Angola
- Azerbaijan
- Bahrain
- Burkina Faso
- Chad
- Congo
- Democratic PR of Korea
- Democratic Republic of the Congo
- Ethiopia
- Guinea-Bissau
- Haiti
- Iraq
- Lesotho
- Maldives
- Mali
- Moldova
- Mozambique
- Nicaragua
- Pakistan
- Rwanda
- Senegal
- Solomon Islands
- Somalia
- South Sudan
- Timor-Leste
- Turkmenistan
- Vanuatu
- Yemen

2024

- Cambodia
- Cameroon
- Cape Verde
- Djibouti
- Indonesia
- Kenya
- Kyrgyzstan
- Madagascar
- Myanmar
- Niger
- Papua New Guinea
- Sudan
- Swaziland
- Uganda
- Viet Nam
- Zimbabwe

2025

- Bangladesh
- Burundi
- Côte d'Ivoire
- Eritrea
- Ghana
- Lebanon
- Malawi
- Mongolia
- Nepal
- Nigeria
- Sri Lanka
- Tanzania
- Togo
- Zambia

THANK YOU
[evm2.who.int](evm2.who.int)