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# 'Advocating for change': Multi-country experience of achieving stakeholders buy-in for iSC system design

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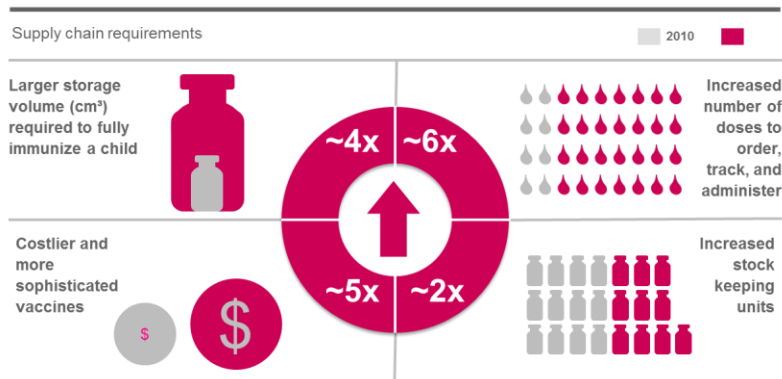


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# Building resilient supply chains

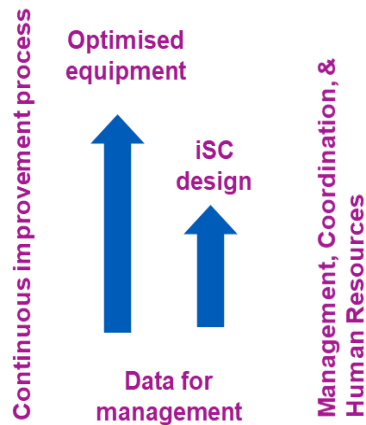
**To address increasing complexities and expenses....**

Poor performance is a concern because immunisation programmes are expanding and becoming more expensive and complex.



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 g16);  
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

*If countries have reliable financing & the following fundamentals in place...*



**...a global strategy**

*...vaccines will be*



**Available**  
In the right place at the right time



**Potent**  
Providing a high level of immunity

*...Risks* of vaccine loss will be mitigated

*...and systems will be*



**Efficient & Resilient**  
Resources going further

*...helping to achieve sustainable improvements in*



**Vaccine coverage & equity**



**Under-5 mortality**



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# Gavi Alliance iSC Strategy: differing baselines for each fundamental

## 2015 Comprehensive engagement

In 2015, Alliance partners planned to begin or continue system design engagements in **5 countries** (compared to 15 for cIP, 9 for SC Leadership, 16 for Data and 15 for CCE)

Country	Continuous improvement Plans (cIP)	System design	SC Leadership	Data	CCE
Haiti	✓				✓
Rwanda	✓				✓
Kenya	✓				✓
South Sudan	✓				
Afghanistan	✓				
Comoros	✓				
Somalia			✓		
Eritrea	✓				
Mali	✓				
Bangladesh	✓				
Congo DRC	✓	✓			
Benin	✓	✓	✓		
Nepal	✓		✓		
Ethiopia	✓	✓	✓		
Nigeria	✓	✓	✓		✓
Mozambique	✓	✓	✓	✓	✓

**System Design Goal**  
By 2020 at least 10 countries have followed an evidence-based design process which has resulted in improvements in supply chain effectiveness and addresses sustainable management of vaccines and other health commodities.



# What is system design?

a process which **creates the plan, or blueprint**, for how the **public health commodities supply chain should run**, including how all of the **components of the supply chain system** (program requirements, distribution network, storage, human resources, equipment, planning, monitoring, and data) **fit together and interact**.

We desire to introduce three new vaccine over the next four years. Can the existing supply chain cope? What needs to change?

In preparation for transitioning, is my supply chain set-up and design cost-effective?



Our urban slums, hard to reach and unreached populations in my district/country reduce our programme performance, what supply chain strategy can deliver the most gains?

Recent supply chain analysis identified significant gaps in sub-national public health commodities distribution and network (especially last mile). How can we efficiently optimize distribution and network?

*Often, the "System's Design" is the barrier to performance improvement...*





# In 2015, projected bottlenecks to system design uptake included

## LOW GOVERNMENT INTEREST

Governments often are more concerned with day-on-day operational deliverables compared to evaluating how their program could be more efficient.

## RESISTANCE TO CHANGE

Initial wrong impression of system design 'changing all the processes'. System Design being seen as leading to potential changes, which governments are often anxious about.

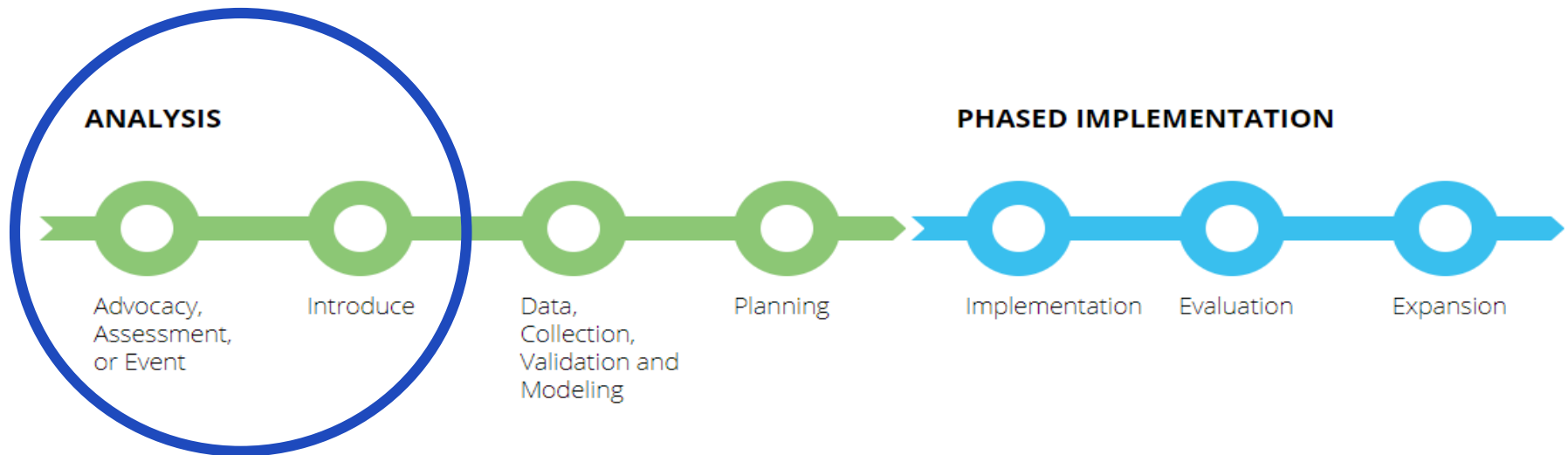
## TIME INTENSIVE

System design buy-in, supply chain systems analysis and implementation takes time compared to quick-fixes

## FUNDING REQUIREMENT

Analyzing and Implementing Changes from system design analysis recommendations will require substantial funding.

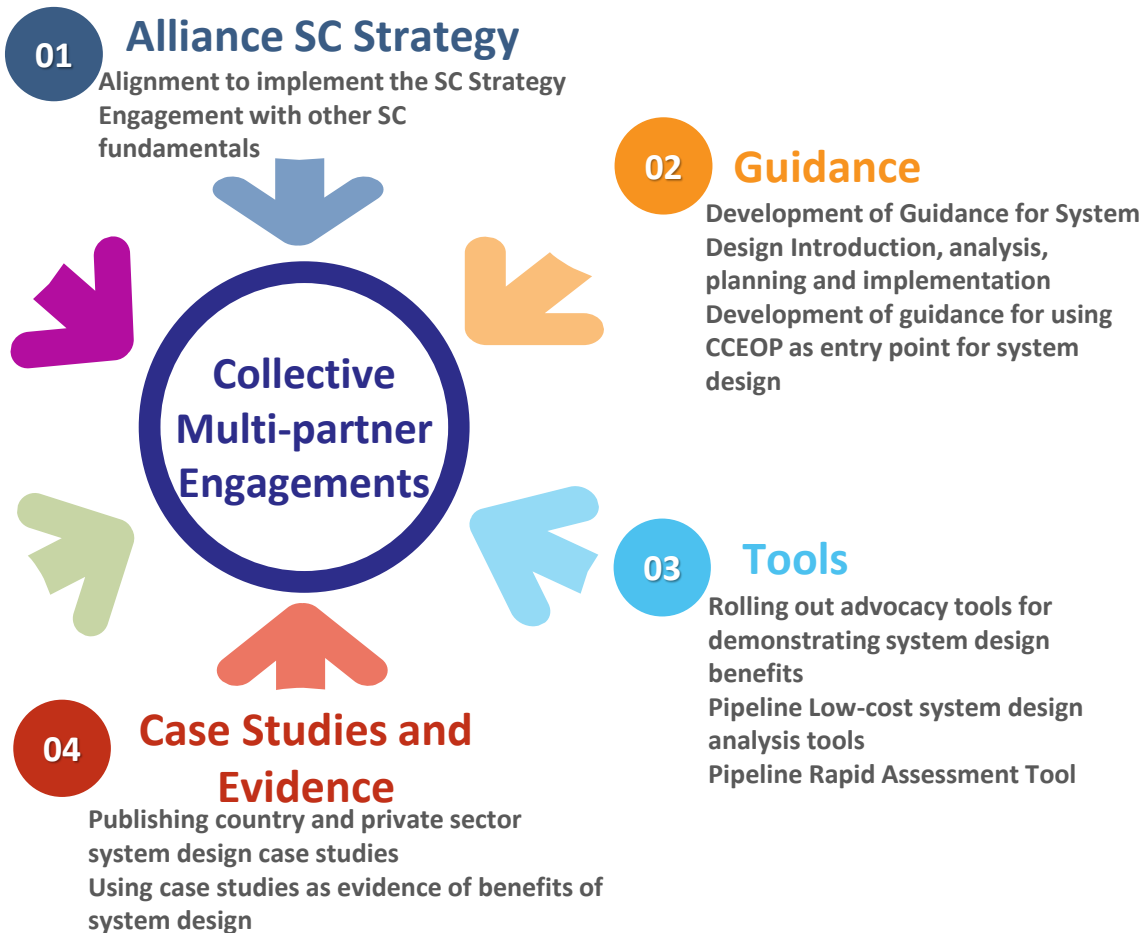
# System Design Stages



**Critical steps for stakeholders' engagement**



# Response: Collective multi-partner engagements





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# Multi-country Engagement- advocating for system design



Vaccine Game in **Pakistan**



Scenario definition in **Niger**



Supply Chain Ball Game in **Liberia**



Supply Chain Mapping in **Sierra Leone**



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# System Design Advocacy Success Factors

EVIDENCE

GLOBAL  
LEADERSHIP

LINKAGES TO  
OTHER COUNTRY  
INVESTMENTS  
AND PLANS

CLEAR PATHWAY  
TO  
CHANGE

INTERACTIVE  
SESSIONS/  
FACILITATIONS

NATIONAL AND  
SUB-NATIONAL  
CHAMPIONS

CATALYTIC  
FUNDING

TECHNICAL  
SUPPORT

GUIDANCE  
AND  
TOOLS



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# Countries in Different System Design Stages (1)

Baseline (2015-2017)

Current (2018)

2020 Target

	Pre-Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
	Initial <b>advocacy</b> and general introduction of concept to country stakeholders	In-country preparation (baseline), <b>advocacy</b> to stakeholders and initial analysis of supply chain bottlenecks completed	Govt uses supply chain <b>analysis</b> to identify and prioritize system design opportunities for improvements in performance, efficiency and equity (including integration)	Govt, with evidence from system design analysis and best practices, <b>implements changes</b> to supply chain systems (in <i>parts</i> of the country)	Govt <b>evaluates, expands or modifies</b> supply chain design, <i>country-wide</i> including integrating supply chains across programmes/products and functions	Govt routinely reflects on supply chain design as part of <b>multi-year continuous planning process</b> and operates a fully integrated supply chain that leverages all govt resources and strengths
<b>Pakistan</b>						
<b>Sierra Leone</b>						
<b>Niger</b>						
<b>Liberia</b>						
<b>Guinea</b>						
<b>Gambia*</b>						
<b>India State</b>						
<b>Angola</b>						
<b>Mozambique</b>						

\*Request through CCEOP Application Review

Gavi Alliance iSC Strategy Indicator: 10 countries in system design...other iSC2 projects include DRC, Nigeria



# Countries in Different System Design Stages (2)

Baseline (2015-2017)

Current (2018)

2020 Target

	Pre-Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
	Initial <b>advocacy</b> and general introduction of concept to country stakeholders	In-country preparation (baseline), <b>advocacy</b> to stakeholders and initial analysis of supply chain bottlenecks completed	Govt uses supply chain <b>analysis</b> to identify and prioritize system design opportunities for improvements in performance, efficiency and equity (including integration)	Govt, with evidence from system design analysis and best practices, <b>implements changes</b> to supply chain systems (in <i>parts</i> of the country)	Govt <b>evaluates, expands or modifies</b> supply chain design, <i>country-wide</i> including integrating supply chains across programmes/products and functions	Govt routinely reflects on supply chain design as part of <b>multi-year continuous planning process</b> and operates a fully integrated supply chain that leverages all govt resources and strengths
<b>DR Congo</b>						
<b>Nigeria</b>						
<b>Benin</b>						
<b>Zambia</b>						
<b>Senegal</b>						
<b>Rwanda*</b>						

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Gavi Alliance iSC Strategy Indicator: 10 countries in system design...other iSC2 projects include DRC, Nigeria



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# Conclusions

- The 2016-2020 Gavi Alliance iSC Strategy is based on five fundamentals- including system design
- The strategy's system design 2020 goals premised on a baseline of interventions in five countries
- Challenges to system design uptake included low government interest, resistance to change etc.
- Coordinated multi-partner collective efforts is being implemented including evidence generation, tools and guidance development, catalytic support at critical in-country events etc.
- This is resulting in sustained demand for system design activities in countries
- Success factors include global strategy, evidence, in-country champions, linkages with other country investments etc.





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