



Assessing Vaccine Procurement Performance

Rationale, Criteria and Tools

Objectives

What is the rationale for measuring performance in vaccine public procurement?

What are the benefits of effective performance management?

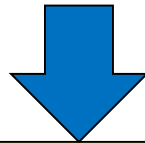
How to measure vaccine procurement performance ?

Methods and tools for measuring performance at different levels

Examples Check list and indicators

Rationale for measuring performance in vaccine public procurement system?

- The overriding objective of a public procurement system is to deliver efficiency and **“value for money” in the use of public funds.**
- Performance measurement is about whether the procurement system and operations ultimately deliver in accordance with the main objectives set.



REGULAR ACCESS TO QUALITY VACCINES AT AFFORDABLE PRICES

Questions for country teams

Is there any performance monitoring system in place for vaccine procurement?

What are the tools and indicators used?

How useful is the vaccine procurement monitoring in your country? What is the use of the performance assessment?

What changes and improvements could be introduced?

Benefits at management and operational level

A good performance measurement system can

- provide valuable feedback on the procurement process efficiency in particular with regard to
 - the organization of the procurement system
 - the design of the technical specifications or terms of reference;
 - the choice of contracting strategy
 - the choice of procurement procedure;
 - the setting of selection and award criteria; and
 - the conduct of the tender evaluation and the award of the contract
- form an integral part of long-term strategic and operations planning, including the annual budget process, management of operations and staff development

Challenges

Consistent policy goals and objectives: Policy goals and objectives that change or are inconsistent can render performance measurement systems meaningless.

Accurate and reliable statistical information: Performance monitoring is dependent on good quality, relevant and appropriate data , collected an used in a robust and consistent manner

Introducing a performance driven culture: Regulatory and institutional mechanisms may offer few incentives for contracting authorities to strive for Improved efficiency or better performance

Strong central support, guidance and accountability

What is specific to vaccine procurement?

Indicators and tools related to vaccine procurement ?

Vaccine procurement components

Interconnected and mutually reinforcing

PROGRAMME	FINANCE	SUPPLY	REGULATION
Target population	Annual and multiyear budget	Public procurement laws	Regulatory framework
Immunization schedule	Access to hard currencies	Sources of vaccines	NRA functionality
Vaccine preferences	Release of funds	Selection of suppliers	Registration process
Vaccination strategies	Financial management	Contracting approaches	Lot release
Planning/forecasting	Payment modalities	Tender procedures	Quality control
Vaccine management	Taxes	Market intelligence	Lab capacities
Monitoring		Price info and benchmarking	PMS

Assessing what ?

1. Procurement functions and components?
2. Tender process performance?
3. Supplier performance?
4. Price fluctuations ?
5. Satisfaction of users?

Vaccine procurement: Doing well?

5 key parameters:

1. Reliable demand forecasting, Annual, 3-5 years
2. Written procedures and SOP in place and used
3. Good monitoring of price trends, supplier performances,
4. Use of assured quality vaccines (PQ, NRA, PMS,..)
5. No shortages (or wastage due to overstock) during last 12 months at central and delivery levels

Other parameters

- **Number of emergency orders**
- **No rejection of lot delivery**
- **No delays to shipping/delivery schedule**
- **No conflicts with suppliers**
- **No complaints from delivery points/from suppliers.....**

Evaluation of suppliers performance?

- Setting performance targets:
 - Production Capacity, Quality profile, Financial Stability, Capability, History of Success,
 - Responsiveness, delays, conflicts, support,..
- Data sources and parameters collection and validation
- Written and validated procedures
- Benchmarking performance?
- Interpretation and use?

Supplier Performance Indicators

- Order compliance
- On time delivery
- Prices
- Information
- Flexibility
- Responsiveness

These indicators need to be evaluated and monitored on regular basis

Vaccine procurement performance assessment tool ?

Perform a rapid assessment of the vaccine procurement system, exploring the following functions/components

1. Legal framework/public procurement/regulation
2. Organisation of the VP process/cycle
3. Planning and forecasting
4. Budget and finance
5. Procurement tendering, contracting, awarding
6. Vaccine receipt at primary storage
7. Ensuring quality

Action plan to make the corrective measures and to strengthen the system and identify follow-up actions

Example: legal framework

	Legal basis	Yes	No	Comments
1	Does the country adhere to international agreements regarding the procurement of goods and services, with particular deference to rules set by the World Trade Organization?			
2	Does the country have a legally established regulatory system that regulates pharmaceuticals including vaccines?			
3	Do the regulations regarding public procurement promote transparency, competition and non discrimination?			
4	Does specific provision exist that regulates the public procurement of vaccines and related immunization supplies?			
5	Is there a preferential bias in the procurement system for locally established suppliers?			
6	Is there an entity in charge with the procurement of vaccines?			
7	Is it required that vaccines and vaccine suppliers are registered in-country? If yes, how long does it takes to register the vaccine, is there any time limit to respond if application is completed? What type of documents is required (full list)?			
8	Is it required that vaccines are registered in OECD countries?			
9	Are multi-year contracts with suppliers permitted?			
10	Does legislation exists that permits group purchasing mechanisms with other countries?			
	Total score (max. 8 points available)	...		

Scoring VP performance

Indicator	Max. score (A)	Actual score (B)	Performance in % (B / A x 100)	Conclusion
Legal basis	8	[1 to 8]		...
Organisation	8	[1 to 8]		...
Forecasting	9	[1 to 9]		...
Budgeting and finance	13	[1 to 13)		...
Procurement process	16	[1 to 16]		...
Receipt at primary storage	13	[1 to 13]		...
Ensuring quality	9	[1 to 9]		...

Performance	≥ 80 %	?
	< 80%	?

Procedure – Pragmatic Check list

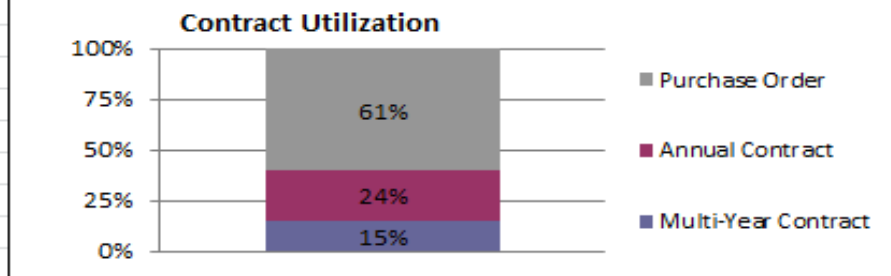
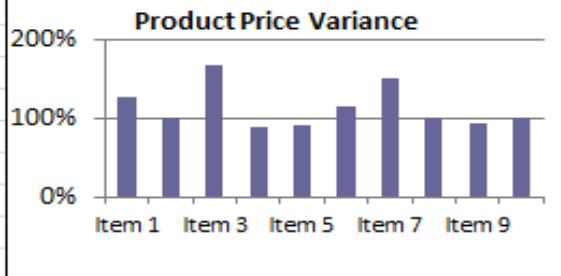
Demand Forecasting	Reliable, accurate, 3 – 5 years
Budgeting & Finance	Government budget line, funds available on time. Multi year funding
Organization	Adequate skills, enough staff, trained, separation of functions, SOP
Legislation	Adequate law for public procurement and for vaccines. Norms and standards known and used
Infrastructure	Communication, banking system, access to hard currency
Quality	Pre-qualified vaccines, functional NRA, flexible regulation.
Process	Transparent, written procedures / Competition / Program specifications /Bid Evaluation Committee /Contracts with clear description of expectations
Delivery	Arrival on time/ Documents /Cold chain / VAR used

Dashboard

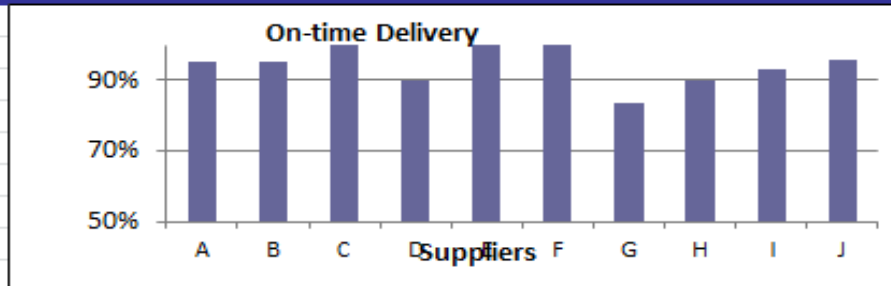
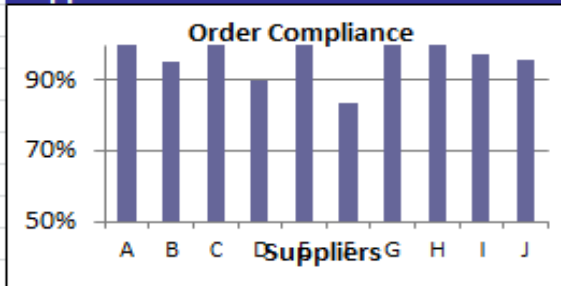
Examples

Procurement Performance Indicators

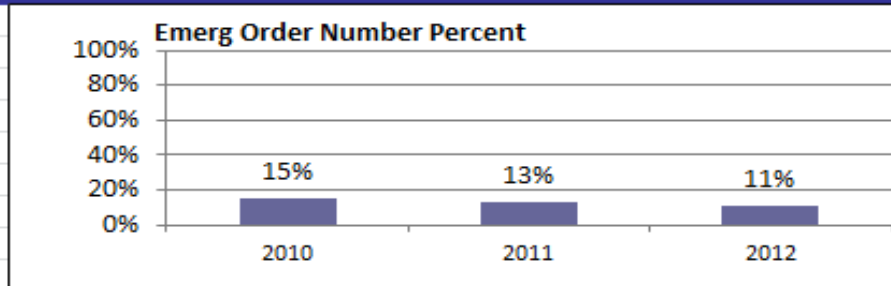
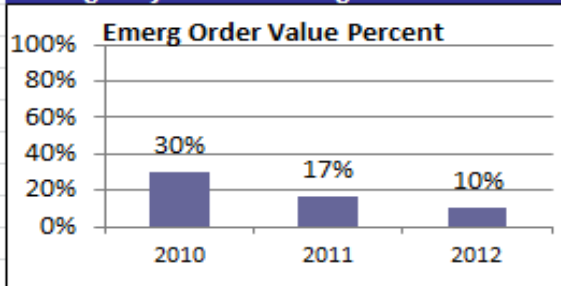
Cost Efficiency



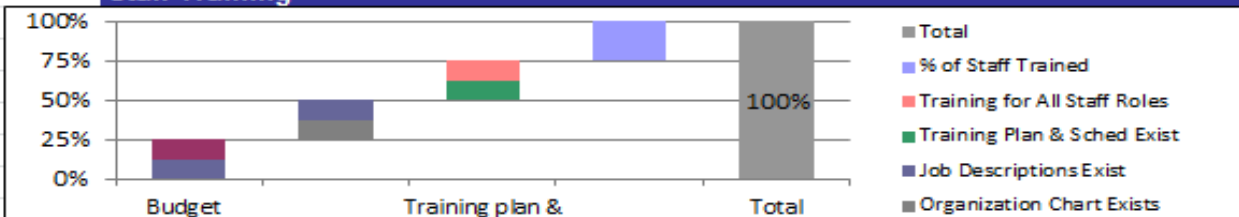
Supplier Performance



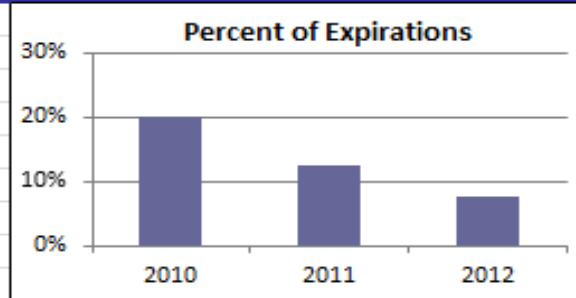
Emergency Order Management



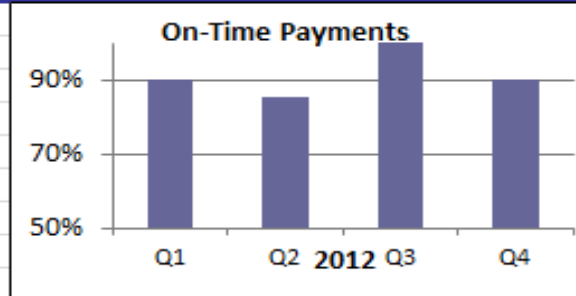
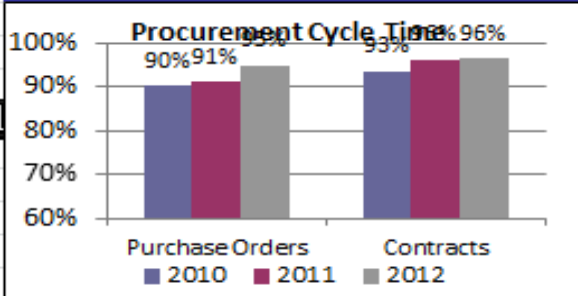
Staff Training



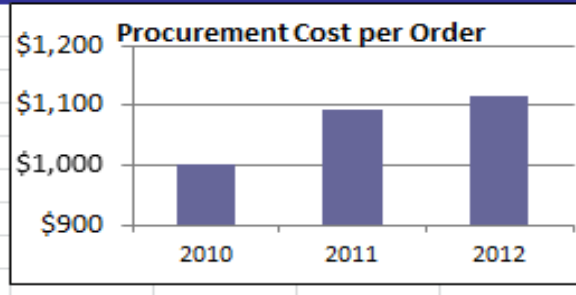
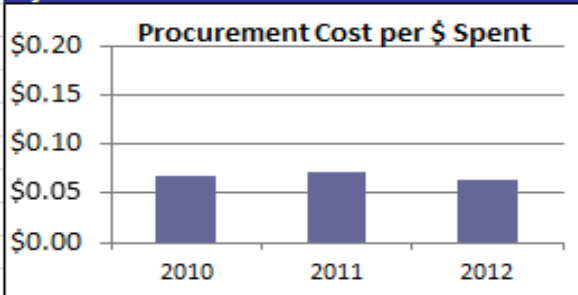
Expiration Management



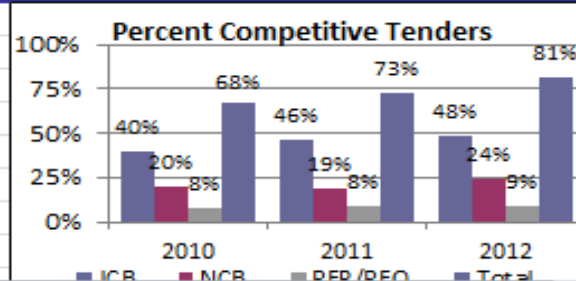
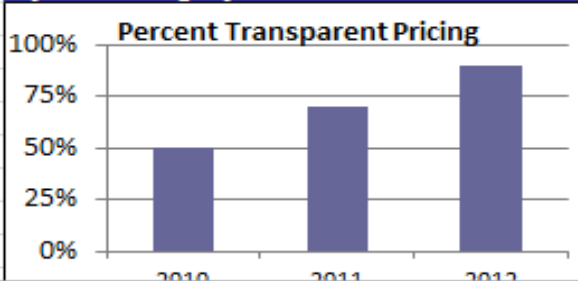
Timeliness



System Cost



System Integrity

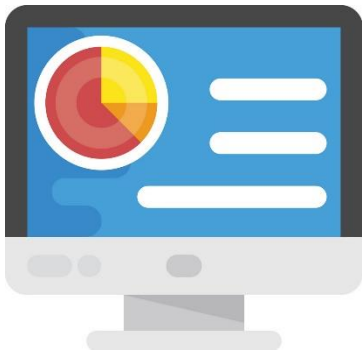


New Initiatives: Strategic Vaccine Procurement



Vaccine procurement **assessment toolbox**

- **What:** A standardized methodology for governments to assess national vaccine procurement processes
- **When:** Expected July 2019 (public domain)
- **Who:** National governments, UN agencies, partners and donors.



Vaccine procurement **e-learning course** → Under development (in collaboration with partners)

- **Objective:** Participants to be able to identify & understand the strategic vaccine procurement cycle & its tools and processes to ensure sustainable access to affordable vaccines
- **Request:** Partners – both institutional and government counterparts – to participate in a pilot phase of the e-learning course development to provide feedback

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