Ensuring Sustainability of Supply Chain Systems Strengthening Interventions

Mr. Kamabare Moses, General Manager / CEO – National Medical Stores, Uganda
Challenges to sustaining public health supply chains and driving national ownership (Supply Chain as 2010)


Main Health Commodity Supply Chain Agency – NMS

Number of Health facilities served - 3,065

Value of Commodities Distributed – UGX 751 Bn ~ 208 Million USD
Challenges to sustaining public health supply chains and driving national ownership

- Governments lack the confidence to take ownership and attract support
- Further align the National supply chain. Bring on the Nutritional Supplements
- Inadequate Investment/Funding for National Supply chain
- Pilferage of Medicines
- Lack of supply chain expertise: Logistics and Quantification
- High Burden of Disease: Health systems focusing on Curative and less on Preventive aspects
Successes in transitioning or increasing national ownership of supply chain operations

- Key Intervention 1 – Centralization of Procurement, warehousing and Distribution including Armed Forces
- Key Intervention 2 – Published Delivery Schedule
- Key Intervention 3 – Embossment of EMHS
- Key Intervention 4 – Last Mile Delivery to Health Facilities
- Key Intervention 5 – Vaccines Management - Rationalization
Successes in transitioning or increasing national ownership of supply chain operations

Vaccine Management

- Leveraging existing strengths in bulk procurement, storage and distribution
- Progressive increase in vaccine coverage – Coverage at 99% up from 71.5% in 2011 using DPT/Penta 3 indicator GAVI Full country Evaluation Report 2015
- Ticky Raubenheimer who authored the 2013 Uganda [vaccines management] Report for WHO observed Uganda’s central vaccine store as the “Best in Africa”
- Award For Effective Vaccine Management - 2016
Remaining challenges for partners to address with government to promote sustainability

- **Strengthening Health systems**: Build to Last
  - Warehouse
  - Robust ERP that enables visibility across the Supply chain

- **Mainstreaming of Refugee services and Nutrition supplements** in the supply chain
  - Funding and Coordination

- **Joint Needs identification & Intervention selection**
  - To be done jointly with well defined Gov & partner contributions and transition for sustainability

- **Costing and payment** of service charges by all users
Remaining challenges for partners to address with government to promote sustainability

- Leveraging the benefits of Pool procurement systems
  - eg Global fund and UNICEF

- Generic labelling of all medicines and medical supplies for public use:
  - reduces pilferage
Human Resources and SC Leadership

Enabling Sustainability

Presenter:
Musonda Kasonde, UNICEF Supply Division
Supporting Government to achieve long term results
Gavi Alliance Immunization SC Strategy

Leaders

Supply chain leadership
• Ensure dedicated supply chain leaders are in place at all levels of the health system with the right capabilities, authority and accountability.

Plans

Supply chain management and improvement plans
• Support development and implementation of continuous and comprehensive supply chain management plans.

Data

Supply chain data for management
• Track and use supply chain performance metrics to make strategic and operational decisions.

Cold chain equipment

Supply chain cold chain equipment
• Enable countries to get the right equipment in place.

System design

System design (select countries only)
• Support priority countries in improving system design.
HR Indicator Framework

- HR Policy
- Posts filled
- Recruitment
- Working conditions
- Job descriptions
- Supportive supervision
- Performance monitoring
- Competency levels
- Training
- Career paths

- HR Planning
- HR Management
- HR Development
Findings

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- Improve Performance
  - Reduce stock-outs
  - Lower transportation costs
  - Ensure timely delivery

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Key messages

In well performing countries, we observed:

- National ownership, vision and leadership
- Key supply chain positions filled with qualified staff
- Timely replacement of retiring staff and vacant posts (business continuity)
- Inclusive partnerships and collaboration
- Continuous improvement in immunization coverage
- Sustained good performance in the EVM scores

All countries studied did not have structured and informed training plans (TNA) or clear job descriptions for all SC staff/roles at all levels
Leadership is the capacity to translate vision into reality.
Warren Bennis

It always seems impossible until it’s done
Mandela

When the best leader's work is done the people say, 'We did it ourselves.'
Lao Tzu

You have to think anyway, so why not think big?
Donald Trump
Thank you
CENTRAL MEDICAL STORES TRUST

Ensuring sustainability of supply chain systems strengthening interventions, the case of Central Medical Stores Trust of Malawi

Mr Feston Kaupa
Chief Executive Officer
Context of challenges to sustaining public health supply chains and driving national ownership in Malawi
Challenges to sustaining public health supply chains and driving national ownership

• Lack of capacity:
  - Human Resources
  - Financial
  - Information systems - ERP
  - Infrastructural – storage, transport, security systems

• Lack of trust and confidence
Successes in transitioning or increasing national ownership of supply chain operations

- Creation of CMS as a public Trust
- Joint strategy for integration of parallel supply chains and external evaluation - Restructuring of the procurement unit into a directorate
- Engagement with MOH in utilizing consumption data to inform demand forecasting and procurement
Successes in transitioning or increasing national ownership of supply chain operations

- Development of performance-based contracts with 3PLs
- Collaborative operations of storage and transport facilities with private sector - Imperial Health Sciences, Bollore Africa Logistics and Cargo Management Logistics
Remaining challenges for partners to address with government to promote sustainability

- Review and rationalize the benchmarks to address those that are currently considered to have been achieved and/or to be outdated.
- Embedding the remaining benchmarks into the Corporate Strategy and Business Plan
- Continuous capacity building – Technical Assistance
- Continue to build trust and confidence with stakeholders – Health Sector Joint Fund
- Development of performance agreements with partners: MOH/DPs/PMPB
Remaining challenges for partners to address with government to promote sustainability

• Development partners should specify and commit themselves to system strengthening through the CMST Corporate Strategy and Business Plan

• Development partners should align their support to KPIs set out in the Corporate Strategy

• Development partners should evaluate CMST’s performance based on KPIs set out in the Corporate Strategy and Business Plan
THANK YOU

Trusted Partner In Healthcare
Ensuring sustainability of supply chain systems strengthening initiatives

Dr Mahmud Mustafa

8th June 2017
Challenges to sustaining public health supply chains and driving national ownership

• Poor commitment to supply chain issues by leaders, often ill-informed about importance of a good supply chain to Health System Strengthening
• Lack of/in adequate budgetary funding not released timely and not linked to quantification, forecast and procurement needs
• Fragmented quantification process for different program areas impacting visibility of the health supply chain
• Poor/inadequate local supply chain leaders (capacity building and skills development)
• System failure to keep and retain the right staff (backlog of unpaid and poor salaries, poor motivation, non-clear career pathway in public service)
Challenges to sustaining public health supply chains and driving national ownership

- Under-developed data systems not integrating seamlessly with other program data
- Decayed and inadequate facilities/warehouses with adequate capacity requiring huge investments to modernize
- Obsolete equipment without adequate replacement arrangements/Zero cold chain maintenance culture
- Infrastructure deficits (internet connectivity and penetration, electricity, transport network – roads, rail, air and waterways)
Successes in transitioning or increasing national ownership of supply chain operations

- Inclusion of supply chain strengthening in the routine immunization strategic plans, cMYP and other policy documents
- Joint costed work plans and meetings/reviews, coordinated annual quantification/forecasting
- Strong inter-agency team led by government coordinating efforts of the logistics working groups at national and sub-national levels
- National dashboard integrating into visibility and analytic network initiative with great process discipline to respond quickly to issues up to the lowest level
- Supply chain leadership development program with placement of staff in partners organizations
Successes in transitioning or increasing national ownership of supply chain operations

- Public Private Partnerships – Warehouse in a box/Coca cola cold chain maintenance programme
- Supply Chain Integration Synergies – National Supply Chain Integration Project (NSCIP), PHC Revitalization Supply Chain strategy
- GAVI HSS/EU support - Project Implementation Team for deployment of procured cold chain equipment
- Long term agreements for haulage, clearing and maintenance of cold rooms and generators (3PLs)
Remaining challenges for partners to address with government to promote sustainability

- Inclusion of supply chain costs in the mid term expenditure framework for sustainable financing
- Sustaining one single plan and pooling of resources to fund it from a common basket
- Determining actual costs of distribution and including it as part of the vaccine cost
- Production of more supply chain leaders by more training and defining a career path for their progress in the civil service
Remaining challenges for partners to address with government to promote sustainability

- Integration for cost savings and operational efficiency
- More investments in infrastructure like data systems, IT apps, solar equipment and electricity and internet connectivity
- Educative study tour for key political and technocratic leaders to well functioning facilities around the world
- Mentoring programme through supportive supervision
Thank You