

National Supply Chain Strategy

**Botswana Open Day
March 27, 2015**

Chief Pharmacist, Dr. Vivian Sebako,
Department of Clinical Services, Ministry of Health

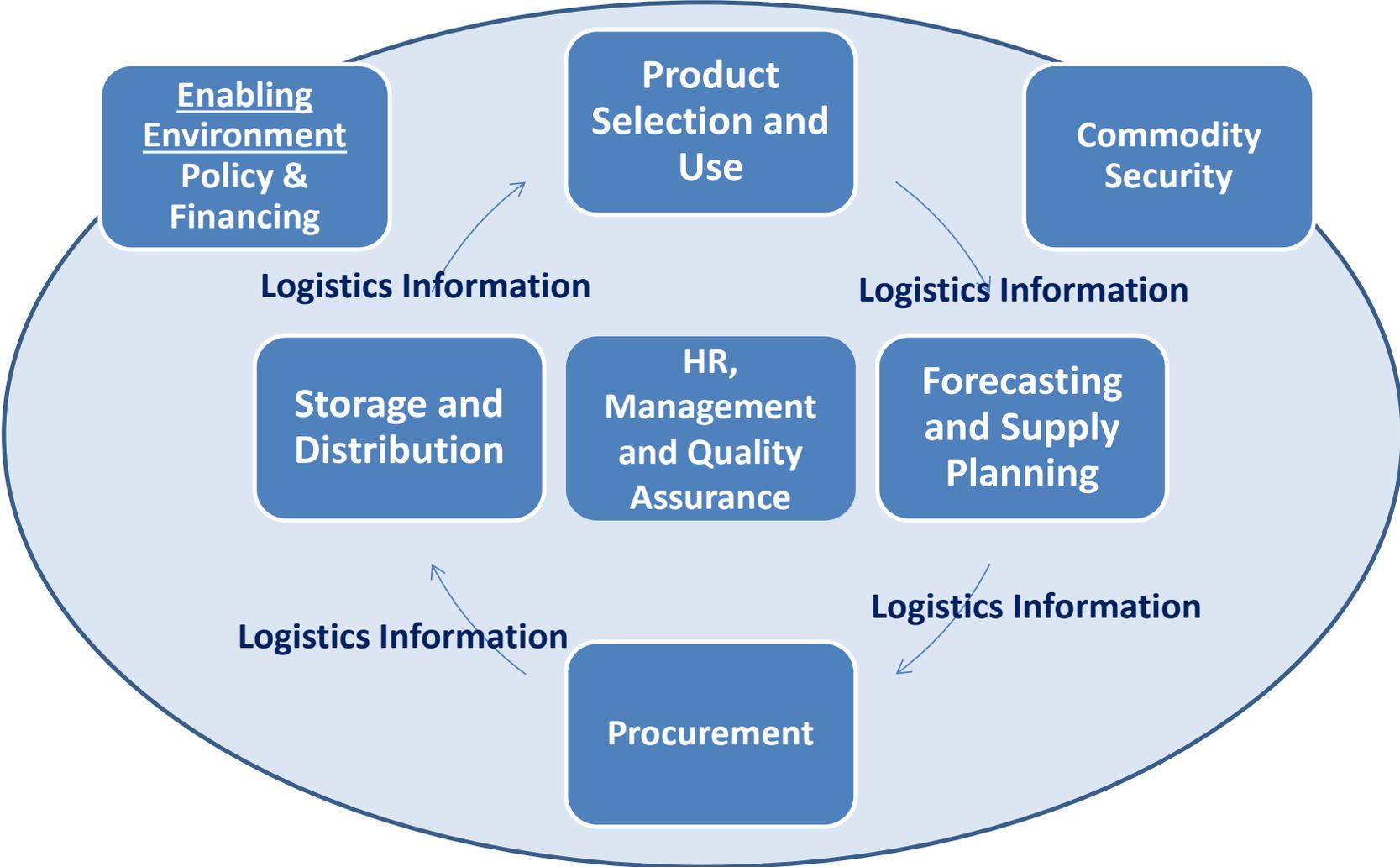


MINISTRY *of* HEALTH
REPUBLIC OF BOTSWANA

Stakeholders collaborated to develop a supply chain strategy

- A stakeholder workshop was held in March 2014
- Strategy development was guided by:
 - Findings from pre-workshop interviews with stakeholders
 - Results from the 2013 National Supply Chain Assessment
 - Deliberations from the workshop
- Strategy aligned to six goals on MOH BSC:
 - Access to health, quality of service, supply chain management, operational excellence, performance-oriented culture, optimal use of resources

The strategy addresses supply chain functions



Product selection and use

Objective: Establish a system for developing, reviewing, and enforcing appropriate policies and guidelines governing product selection and use

Strategies

1. Update treatment guidelines and essential drug list
2. Engage Department of Policy Development, Monitoring & Evaluation on flow of morbidity information
3. Promote research to inform selection
4. Establish and train drug therapeutic committees
5. Define linkages between BEDAP, CMS and DRU
6. Conduct lab harmonization and standardization exercise

Forecasting and supply planning

Objective: To build and sustain technical capacity to prepare forecasts and supply plans across all program areas

Strategies

1. Sustain pre- and in-service training on LMIS and data quality management
2. Issue national policy requiring universal adherence to an integrated LMIS reporting process
3. Add logistics reporting in job descriptions and performance evaluations for MoH/DMHT pharmacists, lab managers and clinical staff
4. Form forecasting technical working groups for malaria, TB, essential medicines and lab supplies
5. Establish a process for collection of facility morbidity data
6. Explore options for outsourcing data capturing and reporting

Procurement

Objective: Ensure a flexible and responsive function for procuring high quality/lowest cost medicines, medical supplies, and lab equipment for availability when and where they are needed

Strategies

1. Develop a national policy for the procurement of drugs and related substances
2. Hire/train contract management staff
3. Establish a list of preferred technical advisors who can be contracted as needed to develop specifications documents
4. Develop integrated quality assurance and control systems
5. Empower locals to start manufacturing/vendor companies
6. Optimize laboratory procurements by examining total cost of equipment lease vs. purchase; standardizing/adhering to list of products; establishing research functions to monitor changes in the market

Warehousing and Distribution

Objective: Ensure a flexible and responsive function for procuring high quality/low cost medicines, medical supplies, and lab equipment for availability and support their efficient and secure movement throughout the supply chain

Strategies

1. Include adequate cold chain capacity in distribution contract requirements
2. Improve physical security at all facilities (publish and enforce)
3. Modify LMIS report to serve as a requisition form
4. Improve of stock level visibility
 - Establish electronic interface between CMS and facilities for stock data
 - Send monthly stock status report to facilities with limited electronic access
5. Review national hiring and training policy for MOH staff in supply chain management
6. Hire and train personnel in materials management at district and facility level

Quality Assurance

Objective: Establish and maintain functional MOH capacity for approving new health products and monitoring the quality of existing health products

Strategies

1. Assert product quality in the MOH corporate strategy
 - Issue policy statement regarding MOH priority for quality
2. Establish medicines regulatory authority (MRA)
3. Increase laboratory equipment, inspections, maintenance, and training
4. Acquire temporary space for NDQCL
5. Improve cold chain monitoring
 - Publish and distribute cold chain standards to all facilities
 - Procure monitoring equipment and monitor adherence to standards

Logistics Management Information

Objective: Establish and maintain a functional system for collection and analysis of supply chain data for decision-making

Strategies

1. Ensure adequate LMIS training and monitoring
2. Incentives: Attach commodity delivery to reporting and review reporting performance
3. Reduce administrative burden
 - Short-term: Review reporting requirements and streamline process
 - Long-term: Customize IT systems to accommodate report and process; negotiate distribution contract to include data collection; establish client view portal; establish account/data managers
4. Introduce prescription slips at facilities

Human resources and management

Objective: To clarify and align roles, responsibilities and performance measures of stakeholders at all levels of the supply chain system

Strategies

1. Conduct system-wide work load assessment
2. Establish and/or enhance in-service and pre-service training programs
3. Develop human resource sustainability policy and plan
4. Review job descriptions to include supply chain management
5. Enforce personal development plans and reward supply chain performance
6. Design and implement management skills training for senior managers

Key supply chain strategy accomplishments

- Included operationalization of this strategy in the terms of reference for the commodity security forum
- Outsourced CMS warehousing and distribution operations
- Revised the logistics management system in line with outsourced warehousing and distribution contract

Key supply chain strategy recommendations

- Continue to provide training to staff to manage LMU
- Ensure supply chain management is included in job descriptions and personnel development plans at all levels, as appropriate
- Optimize laboratory procurements through implementation of laboratory harmonization and standardization
- Develop a separate national policy for the procurement of medicines and related substances

THANK YOU