

Sustainability Plan of SCMP

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Sustainability of the SCMP

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About SIAPS

The goal of the Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program is to assure the availability of quality pharmaceutical products and effective pharmaceutical services to achieve desired health outcomes. Toward this end, the SIAPS result areas include improving governance, building capacity for pharmaceutical management and services, addressing information needed for decision-making in the pharmaceutical sector, strengthening financing strategies and mechanisms to improve access to medicines, and increasing quality pharmaceutical services.

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Supply Chain Management Portal, SCMP, Procurement Tracker, SCIP, Logistic Management, Advocacy and Policy Plan, MOHFW, Bangladesh, e-governance

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ACRONYMS AND ABBREVIATIONS

| | |
|--------|---|
| CMSD | Central for Medical Store Depot |
| CPTU | Central Procurement Technical Unit |
| DGDA | Directorate General of Drug Administration |
| DGFP | Directorate General of Family Planning |
| DGHS | Directorate General of Health Services |
| HPNSDP | Health, Population and Nutrition Sector Development Program |
| LD | Line Director |
| MOHFW | Ministry of Health and Family Welfare |
| MSH | Management Sciences for Health |
| NIPORT | National Institute for Population Research and Training |
| OP | Operational Plan |
| PIP | Program Implementation Plan |
| RH | Reproductive Health |
| SCIP | Supply Chain Information Portal |
| SCMP | Supply Chain Management Portal |
| UIMS | Upazila Inventory Management System |
| USAID | United States Agency for International Development |
| WIMS | Warehouse Inventory Management System |

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This Report has been prepared in line with the requirements of the TOR for the study "Guide the SIAPS team to improve the Supply Chain Management Portal (SCMP) for ensuring better use and also work with the team for smoothly carry out the handing process of the portal", commissioned by USAID funded Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program; implemented by Management Science for Health. Md. Humayun Kabir was hired by the SIAPS to conduct the study. The consultant would like to thank Dr. Zubayer Husain, Country Director, Mr. Mohammad Golam Kibria, Sr. Technical Advisor and Dr. Abu Zahid, Team Lead-Procurement of SIAPS for their overall support during the preparation of the study. Special thanks are due to Mr Mahmudul Islam, CEO of Softworks [IT sub-contractor of SIAPS] for helping with the financial figures and other relevant IT information. He would like also to extend his thanks to the various stakeholders interviewed towards the preparation of the report. The usual disclaimer applies.

EXECUTIVE SUMMARY

This study, commissioned by the Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program, was intended to guide the SIAPS team to improve the supply chain management portal (SCMP) to ensure improved use. The study reviewed upgrading features on the SCMP, a system-wide tool, at the Ministry of Health and Family Welfare (MOHFW); preparing an implementable roadmap for smoothly carrying out the transition process of the portal; streamlining the portal's product catalog; exploring the possible integration of several reporting features to generate data for evidence-based decision-making; providing guidance to a local IT firm to prepare the SCMP's user manual; preparing an FAQ in consultation with a relevant technical team; and preparing detailed instructions on the use of the product catalog.

The SCMP has greatly improved the quality and quantity of information available to support decision making. A central data repository for the procurement and logistics of health commodities now exists and helps to automate procurement processes, including preparing procurement plans, issuing invitations for tender, bid openings, bid evaluations, awards of contract, opening letters of credit (L/Cs), and shipment and delivery of items. The SCMP can be further automated to facilitate e-procurement, which could be done by integrating with the Central Procurement Technical Unit's (CPTU) e-GP portal.

The system also includes DGFP's web-based Logistics Management Information System used for monitoring stock position of tracer drugs at all levels through an interactive dashboard. This web-based portal is continuously updated at the upazila level with family planning commodity information using data collected from community and facility levels, providing critical information for Health, Population, and Nutrition Sector Development Program (HPNSDP) operational plans (OPs). An equipment-tracking and maintenance system has recently been added to the portal, which will help to monitor the installation and maintenance status of select equipment in different health facilities.

A number of tools have been developed to increase the capabilities of the agencies under the MOHFW. These are all accessible from the SCMP, a system-wide tool that is accessible to all OPs of the HPNSDP. The SCMP was implemented by the MOHFW and its component directorates with the assistance of SIAPS. The IT solution was developed by Softworks, a local IT firm. Ensuring the system's sustainability and the smooth transfer of the portal to MOHFW is a key aspect of designing the transition process.

The following recommendations have been made in the report:

- The MOHFW and its agencies should be made aware of the transition process and their agreement should be sought for starting the handover.
- The MOHFW should issue an internal circular detailing the responsibilities of all officials and others about using and maintaining the SCMP (annex B).
- Only the specifications approved by the National Specifications Committee should be included in the product catalog.

- It is essential to populate the product database with proper entries for each specification. A rigorous procedure would entail entering each product after authorization by the Specification Committee, which does not seem feasible given that the number of entries is estimated to be greater than 2000. However, it is possible to incorporate specifications used in the past in the database. In the future, at the time of procurement of such items, specifications may be reviewed and revised if necessary, which will automatically give an updated specification.
- There should be a team or a few designated officers responsible for managing the product catalog.
- Training programs should be properly targeted and understanding of the product database is achievable through training.
- SIAPS might consider bringing new firms for training purpose. Such firms would learn from Softworks about the technical aspects of the SCMP and provide training independently.

The government needs to secure its own data. Sensitive data should be stored in both MOHFW and DGHS servers with provision for real time or daily mirroring. There is scope for maintaining a third copy with the National Computer Council with a periodic or daily update.

- PLMC of MOHFW can start negotiation with the CPTU for starting e-procurement using the e-GP portal.
- All organizations should have a minimum IT set-up and DGHS, CMSD, DGFP and DGDA should take steps toward the creation of such units.

The report includes an Advocacy and Policy Plan developed to carry out the handing over process of SCMP to MOHFW and ensure its sustainability (table 6). This plan sets out the range of the activities needed to be performed within the proposed timeframe.

INTRODUCTION

This report is part of a study commissioned by the SIAPS Program. The scope of work includes:

- Working with local IT firm (Softworks) to provide technical input to upgrade features on the MOHFW Supply Chain Management Portal (SCMP) that were recommended in the local consultant's earlier report
- Prepare an implementable roadmap for a smooth transition process for the portal
- Streamline the product catalog available in the portal
- Explore possible integration of several reporting features (KPIs) to generate data for evidence-based decision making
- Guide the local IT firm to prepare the user manual on SCMP
- Prepare a FAQ in consultation with relevant technical team including local IT firm
- Prepare detailed instructions on the use of the product catalog
- Prepare an advocacy and policy plan for the sustainability (in terms of organizational, technical, and financial) of the SCMP

Background

SIAPS developed a computerized procurement tracker for tracking procurement in DGFP. Successful execution of this system opened up possibilities for utilizing a similar system in other areas. MOHFW called on SIAPS to develop a comprehensive system for tracking all procurement items under HPNSDP. Accordingly, the SCMP (<https://www.scmpbd.org>) was developed. The portal provides a comprehensive solution for all procurement-related tasks.

To accommodate tracking of all items and packages, a database of all products being used or procured was developed. This comprehensive product catalog has become the foundation for other procurement-related tasks. Product specifications are part of this catalog and are used in bid documents. The database holds information on prices of each item and also builds historical data in the process. At the beginning of the year, procurement plans are prepared by the line directors and entered into the portal. Different stages of procurement data are also entered into the database allowing the decision-makers to track all milestones throughout the lifetime of the procurement. The portal is also linked with the drug registration database. An equipment tracking and maintenance system has also recently been added to the portal.

The system also includes DGFP's Logistics Management Information System (LMIS) that monitors the stock position of tracer health drugs at all levels through an interactive dashboard. This web-based portal is continuously updated with family planning commodity information collected from community and facility levels. In addition, it is intended to improve accountability and overall management of procurement and supply chain processes.

So far the system has worked well. It provides critical input to the Health, Population, and Nutrition Sector Development Program's (HPNSDP) 32 operational plans (OPs) (MOHFW, 2011). The development of SCMP generated interest from the development partners and was followed through as a Disbursement of Accelerated Achievement of Results (DAAR) indicator of HPNSDP (PMMU, 2014).

Officials of MOHFW have been trained to use the programs, and their capacity to handle procurement tasks has increased. As the SIAPS Program will end in September 2016, it is important to chalk-out a plan for handing over the assets to the MOHFW. A roadmap is needed, with a view to ensure the smooth transfer of the system to MOHFW. Sustainability of the system must be ensured, which is only feasible if there is sufficient buy-in from the users and all stakeholders.

The following sections, structured on the basis of the scope of work, describe necessary actions to ensure the handing over and sustainability of the SCMP.

UPGRADING FEATURES OF THE SCMP

In an earlier report on this issue the following suggestions were made:

- The procurement plans are now prepared and submitted in a timely fashion and the procurement approval process has gone online. User evaluation and input on potential modifications would be helpful for the further development of the SCMP.
- There might be some issues with regard to proper understanding of the product catalog and specifications database. Subject-specific workshops/training may be organized to increase the skills of the officials handling procurement packages.
- The MOHFW Committee on Specifications Database needs to be activated. The committee should be organization-specific. Only when a specification is vetted by this committee should any item be included in the database (and subsequently in the package or lots). The roles and responsibilities of various parties related to this feature could be outlined in a circular distributed by the MOHFW, a draft of which is included in annex B.
- The tender and evaluation module should not be developed as planned. As the CPTU has already developed a government-wide e-procurement platform (e-GP), efforts should be taken to utilize it. The value of the SCMP is that it would provide back-end support functions in relation to databases. SCMP has established a robust foundation for carrying out pre-award activities in-house. SCMP would also be useful for procurement tracking and other functions, such as drug registration. Some elements could still reside in this module, however, care must be taken to avoid duplication.

The Specifications Committee is now functional, but has had difficulty examining all specifications due to time constraints. This issue is addressed in the roadmap section (under product catalog sub-section). A number of training programs have been organized by SIAPS, which is covered in another section. Steps should be taken to examine the feasibility of using the e-GP portal. That has to be negotiated with the CPTU of IMED. MOHFW has a specialized unit called Procurement and Logistics Management Cell (PLMC), which can pursue the issue with the CPTU.

Recommendations

PLMC of MOHFW can start negotiation with the CPTU for starting e-procurement using the e-GP portal.

ROADMAP

SIAPS has developed a number of tools that increase the capabilities of the agencies under the MOHFW. All these tools are accessible from the SCMP.

shows the complete flow of all software available for procurement and logistics monitoring within the MOHFW and the organizations under its control. The SCMP is a system-wide tool and all of HPNSDP's OPs are accessible in the SCMP. However, SCIP only deals with DGFP regional warehouses and upazila stores.

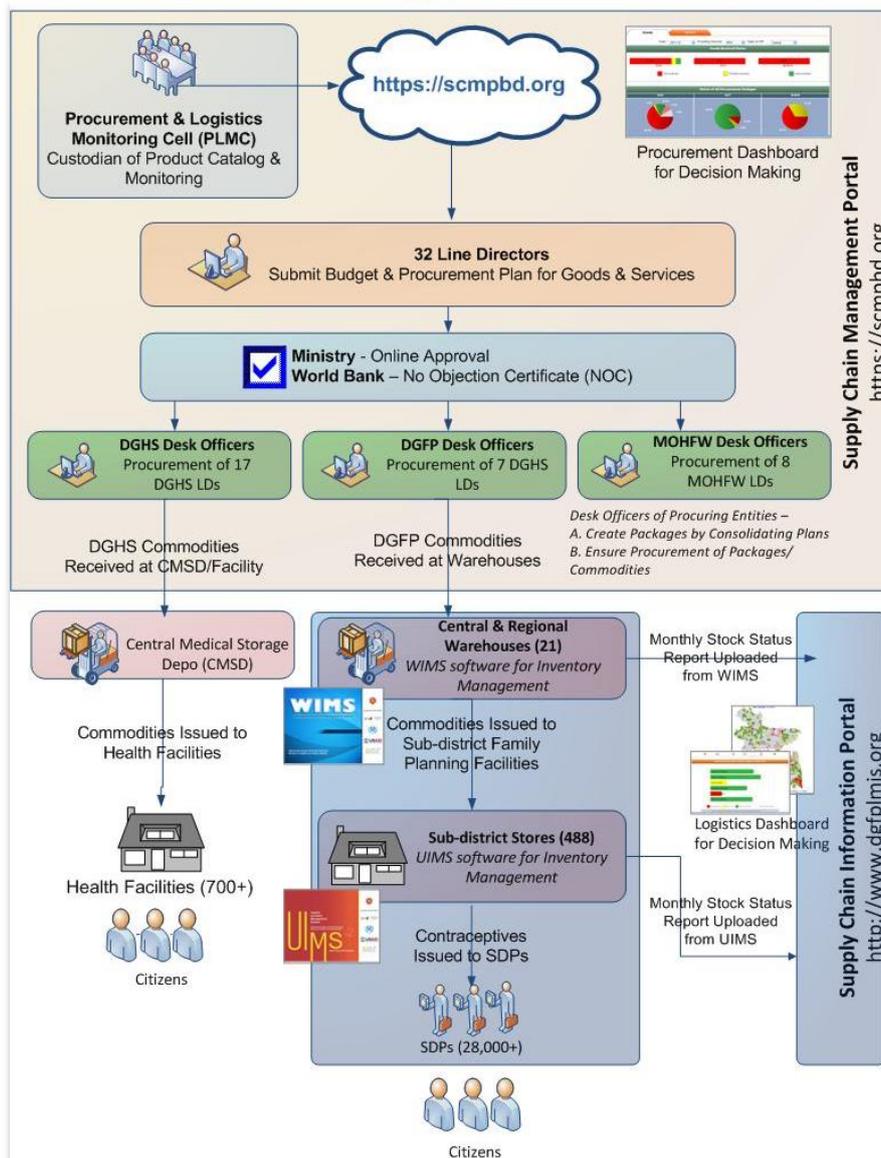


Figure 1. MOHFW Supply Chain Workflow

The Warehouse Inventory Management System (WIMS) and the Upazila Inventory Management System (UIMS) are used to manage the warehouses and upazila stores of

DGFP. These provide additional and complete functionalities to DGFP with regard to the procurement, storage and distribution of reproductive health commodities. The addition of the equipment tracker allows for the recording of data for the health facilities under DGHS up to the upazila level. However, a full hospital management system is required for these facilities to manage stores and inventories. These systems are now being used effectively in the MOHFW or in organizations under its control.

As the SIAPS Program will cease operations in 2016, it is imperative that employees of the MOHFW are trained to use the tools and resources. It is also necessary to ensure the sustainability of the systems. As such, those steps should be technically sound, able to be implemented, and financially feasible for the organizations using these systems. The following sections make an assessment of the tools and come up with an advocacy and policy plan, which, if implemented, would streamline the process for transferring and ensuring the sustainability of technologies.

Supply Chain Management Portal

The SCMP provides a platform for carrying out procurement-related tasks. The objective of this tool is to automate all steps of the procurement process. While the system for preparing and approving a procurement plan is fully online, tracking subsequent events through registering key dates remains open for automation. The system is not integrated with other systems of MOHFW like the ADP (Annual Development Program) monitoring software for monitoring development budget expenditure. It should be possible to retrieve data about yearly allocation of budget electronically from ADP monitoring software while preparing procurement plan. Such data are input separately in the SCMP, which is not justifiable.

The SCMP data resides on the host server; access is provided through the Internet and the data can be accessed by authorized users—employees of the MOHFW and related agencies—from anywhere. The value of SCMP was recognized clearly. Ensuring its functionality and use were included twice (2012 and 2013) as DAAR indicators, a performance indicator featuring within the Results Framework of the HPNSDP (PMMU, 2014). Inclusion of SCMP in the DAAR has given extra impetus for quick realization of the project. Table 1 gives an idea about the timeline in the development of this system.

Table 1. SCMP Milestones

| # | Activities | Date |
|----------|---|----------------|
| 1 | Decision taken to establish portal | 2010 |
| 2 | SPS/MSH starts the process for developing the portal | August 2010 |
| 3 | Demo shown in the MOHFW | August 3, 2011 |
| 4 | Product catalog developed | November 2011 |
| 5 | Specification Committee formed | 2012 |
| 6 | Training program started | December 2012 |
| 7 | OP wise data entered in the database | July 2012 |
| 8 | Procurement plan produced using portal | 2012 |
| 9 | MOHFW approved the plan electronically | 2013 |
| 10 | WB connected and approves procurement plan electronically | 2013 |
| 11 | Equipment tracker added to SCMP | 2014 |
| 12 | Preparations for handing over begin | 2014 |
| 13 | Evaluations of the transfer process | 2015 |
| 14 | SCMP transferred to MOHFW | 2016 |

This system contains the features of the product catalog, procurement planning of goods and services, package development, and the tracking of procurement packages with links to the drug registration database.

Product Catalog

The product catalog is one of the most important components of the SCMP. In a way, Product Catalogue is the basic building blocks of SCMP. The system has been put in use for considerable lengths of time now. Apparently, understanding of the system among the users varies to a large degree. A number of usability and interface issues have been established, including:

- **Incomplete database:** The product database is missing at least half of the necessary specifications. It is essential to populate the database with proper entries. A rigorous procedure would suggest entry after authorization by the Specification Committee, which does not seem feasible or practicable given the number of entries estimated over 2,000 at present. A quick solution would be to include specifications used in the past in the database. These can be reviewed and updated at the time of preparing new procurement packages in future.
- **Clarifying the role of the National Specifications Committee:** All bid documents must use specifications from this database. The approval of the specifications rests with the National Specifications Committee, which seeks to ensure that specifications are correctly established, without any preference to any country or supplier.
- **Users' lack of awareness of correct nomenclature:** someone needing air conditioners should search the database for air conditioners. If the user looks for air coolers, results will vary, as both are not the same. Such problems do occur for which further training may be required.
- **Inclusion of new items:** Users are tempted to include new items in the database. It is essential that users search the database first to see if the items are already in the database. Otherwise, the database will become clogged with duplicate information.
- **Product catalog management:** A specific team or group of officers should monitor the product catalog. This would ensure that users know where to direct their queries and issues relating to the database.
- **Irrelevant training:** Training programs are not being targeted properly. A system should be put in place for better identifying system users (like desk officers) and their training needs.

The SCMP will also seek to address issues with equipment use and procurement. Equipment purchase decisions have traditionally been made at the central level rather than on the basis of needs expressed by field teams. Some equipment goes unused when proper installation instructions have not been followed by vendors, and installed machines have become non-operational due to lack of routine maintenance.

The equipment tracking module, added recently to the SCMP, helps monitor the installation and maintenance status of selected equipment in different health facilities. This module has two dashboards: the installation dashboard and the maintenance dashboard. Equipment tracking is linked with procurement packages. The system will generate maintenance trends/behaviors of specific equipment and equipment performance indicators; monitor vendor performance indicators such as repeated repairs by the same vendor for the same problem; and track equipment life-cycle costs and cost-of-service ratios. Equipment inventory will be monitored using 3-D bar codes.

The SCMP has already improved the quality and quantity of information available to support decision-making. There is now a central data repository for procurement and logistics of health commodities and introducing computerized supply chain management systems has reduced stock-out rates and contributed to improved demand forecasting, fund-gap analysis, supply planning and the promotion of decentralized decision-making.

Supply Chain Information Portal

The web-based Logistics Management Information System (LMIS) was originally developed by the USAID | DELIVER project and updated by the Strengthening Pharmaceutical Systems (SPS) Program for the Directorate General of Family Planning (DGFP). The web portal became operational in 2006 and has since been supporting data consolidation, reporting, and decision making. Building on the success of LMIS, later the more extensive SCMP was developed.

The Supply Chain Information Portal (SCIP) incorporates LMIS. SCIP maintains detailed data of RH commodities residing at central, regional warehouses or upazila stores and keeps records of their distribution and use. Thus, it helps to ensure availability of reproductive health (RH) commodities at all levels, thereby contributing to the reduction of unwanted pregnancies and slowing population growth. National, regional and upazila officials of Directorate-General of Family Planning (DGFP) enter procurement- and logistics-related data into the portal and the dashboard presents charts, maps and tables for decision-makers.

The Dashboard has improved supply chain monitoring at all levels, enabling users to drill down from national to district, upazila and field-level data and monitor stock positions and consumption trends for RH commodities at all levels. As stock positions are known to managers, they can decide promptly to adjust stocks based on requirement of commodities and ensure that there is no stock-out in any of the units. This tool has improved supply chain monitoring at all levels.

Figure 2 represents the complete flow of all software available for procurement and logistics monitoring within the DGFP.

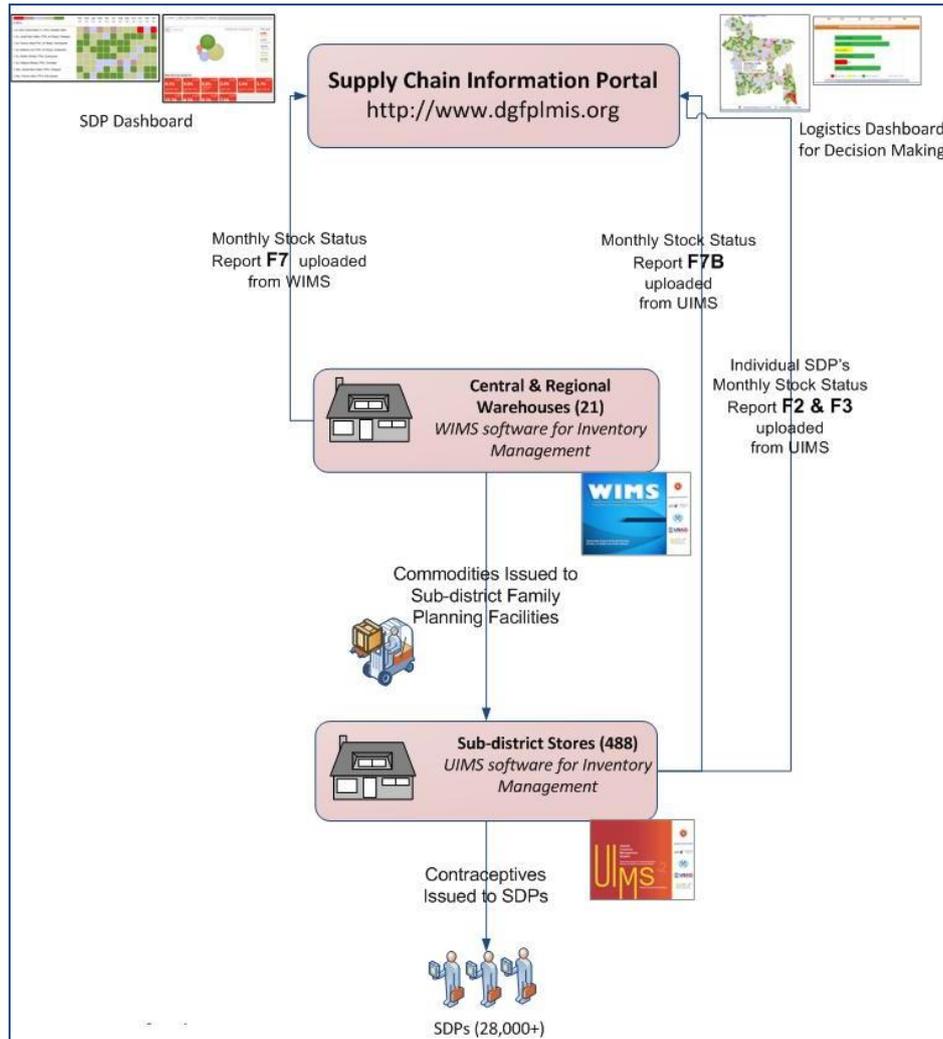


Figure 2. SCIP flow chart

Warehouse Inventory Management System

The Warehouse Inventory Management System (WIMS) has been developed to maintain inventory at family planning warehouses at the district level. It enables warehouse staff to manage stock of commodities and monthly LMIS reporting. WIMS is currently installed in all 21 DGFP warehouses. The WIMS allows users to receive commodities from both domestic and international shipments, tracking each lot and its expiry date. Users are required to issue commodities maintaining first-expiry-first-out. It can be considered as a digital stock ledger for the warehouse.

Upazila Inventory Management System

The Upazila Inventory Management System (UIMS) was developed for maintaining inventory at upazila family planning stores. It enables staff to take stock of commodities, monitor field reporting, generate supply plans, issue vouchers, and generate monthly LMIS reports.

UIMS version 2 (UIMS-2) is an upgrade of the original system that was developed by USAID | DELIVER Project in 2005. UIMS is operational in all 488 upazila family planning stores. UIMS-2 is used for maintaining inventory and automated supply planning, generating issue vouchers and monthly reporting. The system is able to automatically calculate supply quantity based on historical data. Reporting by and performance of field staff can also be monitored which help to reduce the workload of upazila staff. UIMS-2 generates monthly LMIS report and allows one-click upload to central web site (SCIP).

Managing the Transition Process

We have identified four phrases in the lifecycle of the SCMP: development, operation, handover, and maintenance and improvement (including further customization). The development and operational phases have been completed successfully by SIAPS and its predecessor program, SPS, with the help of Softworks. The transition would also be facilitated by SIAPS. In the final stage, MOHFW will play a central role in the continued maintenance and improvement of the system. A basic assessment of certain financial and technical issues will be necessary for facilitating the transition.

Technical Capacity within MOHFW

The MOHFW or its organizations have been using many systems developed through outsourcing. Unfortunately the technical capacity to manage those systems has not yet been established across all of MOHFW's departments. Table 2 lists the availability of IT skilled manpower in the MOHFW and departments under its control.

Table 2. Availability of ICT Manpower in MOHFW

| # | Position | MOHFW | DGHS | DGFP | DGDA |
|---|--------------------------|-------|------|------|------|
| 1 | Senior system analyst | | 1 | | |
| 2 | System analyst | x | 2 | x | x |
| 3 | Senior programmer | 1 | 1 | x | x |
| 4 | Programmer | 1 | 5 | x | x |
| 5 | Assistant programmer | 2 | 6 | x | x |
| 6 | Network engineer | 1 | 1 | x | x |
| 7 | Senior computer operator | 1 | 2 | x | x |
| | Total | 6 | 18 | | |

The MOHFW has an established IT cell, but other departments under the MOHFW are lacking in IT capacity. Although DGHS has developed many solutions and is promoting e-health, a strong IT set-up is needed.

Cost of Developing tools

Table 3 shows the costs for developing software, according to developer quotes:

Table 3. Cost of Developing the Solutions

| # | Name of the program | \$ | Man-days required | Remarks |
|---|---------------------|---------|-------------------|-------------------|
| 1 | SCMP | 67,000 | 1,545 (approx) | |
| 2 | SCIP | 42,000 | 1244 | |
| 3 | WIMS | 16,000 | 292 | Cost of upgrading |
| 4 | UMIS | 10,000 | 100 (approx.) | Cost of upgrading |
| | Total | 135,000 | | |

Significant investments have been made in the development of the system. So far, \$67,000.00 and \$42,000 have been invested in SCMP and SCIP, respectively. For WIMS and UMIS, the listed cost includes only the upgrade and not the initial investment. Altogether, around \$135,000 has been spent on developing IT solutions. Assuming that MOHFW would not have the capacity to maintain the system in the short term, allocations for outsourcing maintenance duties should be made. It is estimated that yearly software maintenance fees generally amount to 15-20% of base value, though this is negotiable and competitive bidding may derive better value. So far, all the support for developing and running the system came from external resources. As systems have been developed and are now functional, the key concern after hand over would be whether MOHFW would be able to provide adequate yearly budget for future maintenance of the system. Other than maintenance of the system, no major cost elements are envisaged after taking over.

Hardware

The data on hardware required and software used in developing the system can help us understand the likely implications for the MOHFW in these areas when the systems are handed over to them. Handing over would not require any new procurement as such. Currently, a dedicated Linux web server is in use, obviating the need for MOHFW to invest in hardware. Existing servers at MOHFW or DGHS could be used for storing data and managing website. Storage does not pose any problem as there are redundant capacities in the MOHFW and DGHS. Even purchasing new server would not cost much and should be accommodated from the SIAPS project.

Migration of data would require some assistance, which would be the responsibility of the current developer or SIAPS. Additionally, the location for placing the server needs to be selected soon. Space constraints in the MOHFW mean there is not a suitable place for maintaining the server, as it would require a dedicated room with a consistent power supply. It is assumed that hosting the website would be done overseas, but SCMP data may be kept at MOHFW or the DGHS data center, if there is sufficient capacity.

Software and Skills for System Management

Tools development has occurred mainly with the use of open-source software (listed in Table 4). IT staff would need to be trained in the use of these programs.

Table 4. Software used in SCMP

| Tool | Software Used | Remarks |
|-------------|---|--------------------------------------|
| SCMP | PHP, MySQL, Joomla, ExtJS, Ajax, JavaScript, JSON, Flash, PHPEXcel, FPDF, Memcache | Mostly open source |
| SCIP | PHP, MySQL, JavaScript, JQuery, Flash Charts & Maps, Joomla | |
| WMIS | Version 1: Visual Basic, SQL Server 2000, Crystal Reports (now in use at 21 warehouses) Version 2: SQL Server 2008 Express, .NET, C#, DevExpress | Version 2 will be rolled out by 2014 |
| UMIS | SQL Server 2008 Express, Visual Basic, Crystal Reports | Upgraded to version 2.7 |

No special computer skills are required for the use of the SCMP. Those who have used MS Word and MS Excel would be able to use the system.

Training Requirement

Training is the most critical element for capacity-building, and must target both technical manpower and users. Table 5 lists the category of trainings provided for the operation of SCMP.

Table 5. Training Provided for Operation of the SCMP

| Name of training | SCMP/SCIP |
|--|------------------|
| TOT for master trainers (could be outsourced): | 5 days |
| Users classroom training (in-house) | 2 days |
| Users on-the-job training | 1 day |

Training for technical manpower should be laid out based on back-end database and overall system concepts, data flow, process flow, data validation, access log, and user management. All other training programs should target users, and particularly desk officers.

Several options for facilitating the continuation of the training programs have been identified and evaluated. The first is to build in-house capacity so there is no dependence on outside services. This does not seem feasible in the short term, but could be a medium- or long-term option. Another possibility is to continue having the training provided by the developer, but this presents the problem of a possible vendor lock-in effect. Bringing together one or more new firms for training could also be considered. Recruiting a new firm for training on a medium-term basis or for the remainder of SIAPS' portion of the project to facilitate a training process in collaboration with Softworks would be useful.

FAQ, USER MANUAL, AND KPIS

FAQs

The frequently asked questions (FAQ) section provides quick answers to common problems users may encounter.. A list of FAQ was developed by the consultant and was shared with SIAPS and Softworks. The proposed FAQ is detailed in Annex C.

The developer may provide answers to the questions contained in the proposed FAQ and place it on the webpage so that it is accessible to the users.

User Manual, Technical Guide on SCMP

Users of the SCMP will span all levels of computer literacy. The content will therefore need to be designed with this range in mind. It was further observed that if the user guide was needed to be given in this format, a separate guide/manual should be developed which should include how procurement plan has to be prepared, how to do tracking, how to use product catalog and for what purpose, and its relation to Drug Registrations Database etc.

The current user guide only includes an explanation of menu functions. A more extensive user manual needs to be drafted. The consultant interacted with Softworks and gave suggestions for a rewrite of the user manual. With a view to guide the process, a tentative table of contents has been prepared, though is not exhaustive at this stage. The tentative Table of Contents is included in Annex D.

Integrating KPIs to Generate Data for Evidence-Based Decision Making

The KPIs were developed by a consultancy. The matrix included four types of indicators: quality, response time, cost/financial, and productivity. Those have been developed in the areas of procurement, warehousing/storage and inventory management. The list of KPIs seemed quite long (39). Therefore, the list was reviewed and shortened to 22 items.

CONCLUSIONS AND SUMMARY OF RECOMMENDATIONS

SCMP is has been able to build a solid platform for handling procurement related data within HPNSDP. It has been possible to improved management functions. It has the potential to promote transparency and bring efficiency in the handling of procurement. SCMP and other tools have changed the way businesses are performed in the MOHFW. It is necessary to take steps so that those could be secured and allowed to be used over a longer period of time. That would necessitate some longer time planning for storage, retrieval and use of such data. The recommendations made in the previous sections are reproduced below:

- PLMC of MOHFW can start negotiation with the CPTU for starting e-procurement using e-GP portal.
- The MOHFW and its agencies should be made aware of the transition process and their agreement should be sought for starting the handing over process.
- The MOHFW could issue an internal circular detailing out the responsibilities of all officials and others about using and maintaining the SCMP (as at Annex B).
- Only the specifications approved by the National Specifications Committee should be include in the database. The Committee can be in multiple numbers i.e. one for each organization, if necessary, in which case organization specific specifications can be approved by such committees.
- It is essential to populate product database with proper entries for each specification. A rigorous procedure would suggest entry after authorization by the Specification Committee, which does not seem feasible or practicable given the number of entries estimated over 2000 at present. It has to be understood though technically it is a new system, it is linked with past procurement history and specifications used in the past can be accepted as prima facie and be included. In future, such items may be reviewed if they involve high value or quantity which will automatically give an updated specification. In short, recently used specifications can be included in the database.
- There should be a team or a few designated officers who should be responsible for managing the product catalog.
- Training programs should be targeted properly. Desk officers should not be left out and rather be prioritized. Proper understanding of the product database is achievable through training.
- SIAPS might consider bringing new firms for training purpose. Such firm would learn from Softworks on the technical aspects of the SCMP and provide training independently.
- Government need to secure its own data. These sensitive data should be stored in both MOHFW and DGHS servers with provision for real time or daily mirroring. Data need to be backed up regularly. There is scope for maintaining a third copy with the National Computer Council with periodic or daily update, which, however, would require negotiation with them.

- As a minimum, all organizations should have a minimum IT set-up and DGHS, CMSD, DGFP and DGDA should take steps for creation of such units.
- The developer may provide answers to the questions contained in the proposed FAQ (as at Annex C) and place it in the webpage so that it is available to the users.
- User Manual should be rewritten. Annex D attempts to provide a guideline or probable structure. The Manual should be built upon the tasks the users would be performing through the SCMP.

Immediate Next Steps

A consultative session for this report was held on August 14, 2014. Technical notes on this session can be found in Annex F. Some immediate steps for facilitating the handover process were discussed:

- a) An MOU should be signed between MOHFW and SIAPS to formalize the handover process. (Alternately, MOHFW may authorize the DGHS to sign the MOU, as DGHS has the capacity to own and maintain the system on behalf of MOHFW.)
- b) The FMAU should request the creation of a new budget code for SCMP expenditures. Expenditures. (An initial proposal should go from the Development wing to the FMAU wing.)
- c) The MOHFW should submit in the budget proposal of the next financial year the allocation required for the management and maintenance of the SCMP. The proposal should be initiated from Development wing and action on that proposal should be taken by the FMAU wing.
- d) Before handing over the portal, SIAPS should prepare the user manual including data dictionary, FAQ, and troubleshooting guidelines.
- e) Table of Equipment prepared by the SIAPS for the 50-bed and 250-bed hospitals should be made available in SCMP so that the LDs/Hospital directors can use it as a reference document.
- f) MOHFW should assign a team to serve as “Helpline” (through mobile phone/ SMS/email). Introducing an online discussion forum would also be helpful where the users can discuss technical and managerial issues. This would allow the users to share experiences, best practices and technical solutions to common challenges pertaining to the SCMP.
- g) MOHFW can use RPA fund to provide necessary training on SCMP for all the organizations using it (e.g., MOHFW, DGFP, DGHS and DGDA).
- h) SIAPS should work with MOHFW to host the site in DGHS data center and provide necessary training and logistical support to install the system in Bangladesh.

Table 6. Advocacy and Policy Plan Covering Organizational, Financial, and Technical Aspects

| # | Activities | Responsibility | Cost implications | Time horizon | Completion date | Remarks |
|----|--|----------------|-------------------|--------------|-----------------|---|
| 1 | Approve the handing over process in principle | SIAPS/MOHFW | Nil | Immediate | Aug 2014 | |
| 2 | Issue a circular regarding the use of SCMP | MOHFW | | | Sept 2014 | |
| 3 | Assign responsibility for managing product catalog | MOHFW | Nil or nominal | Short term | Sept 2014 | |
| 4 | Select a third-party training provider | SIAPS | Moderate | | Aug 2015 | RPA fund could also be utilized |
| 5 | Identify the target groups of trainees | SIAPS/MOHFW | Nil | Immediate | Oct 2014 | |
| 6 | Prepare a training schedule | MOHFW | | Short term | | |
| 7 | Train officers on the software used for SCMP | SIAPS | Moderate | Long term | Continuous | Initially RPA. Later, yearly budget allocation |
| 8 | Create IT set-up in CMSD | DGHS | Recurring | | June 2015 | Yearly budget allocation |
| 9 | Create IT set-up in DGFP, DGDA | DGFP | | | | |
| 10 | Make adequate budget for maintenance of the system | MOHFW | Substantial | Medium Term | Early 2016 | |
| 11 | Prepare bid document for outsourcing maintenance work | MOHFW/SIAPS | Nil or nominal | | Late 2016 | In the revenue budget |
| 12 | Make allocation for training | MOHFW | Moderate | | Early 2016 | |
| 13 | Submit the technical details of SCMP, SCIP, WMIS, and UIMS to SIAPS and to MOHFW | Softworks | Nil | Immediate | Sept 2014 | Source code/ users guide, technical manual etc with a summary sheet |
| 14 | Populate the product database with all specifications | SIAPS/LDs | Short term | Short term | June 2015 | |
| 15 | Rewrite the User Manual | Softworks | Nominal | | Dec 2015 | |
| 16 | Transfer all data to the MOHFW/DGHS server | SIAPS | | | Dec 2016 | |
| 17 | Assign responsibility for database management to MOHFW/DGHS IT set-up | MOHFW | Nil | | Jan 2016 | |
| 18 | Assume responsibility for administrative arrangement of the website, like contract with hosting company | MOHFW | Nominal | Medium term | Dec 2016 | |
| 19 | Evaluate the handing over process and capacity building including performance of the 3 rd party training provider | SIAPS | Moderate | | Mar 2016 | |
| 20 | Institutionalize the backup arrangements for SCMP | MOHFW | Nominal | | Dec 2015 | |
| 21 | Liaison with CPTU for participating in e-GP portal | MOHFW/CPTU | | Mar 2015 | | |

Note: Time horizon is projected on the basis of allowable time within handing over period. Short-term activities should be completed within 6 months or earlier, medium term within the SIAPS project period, and long term have implications for the MOHFW beyond the project period.

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ANNEX A. LIST OF PEOPLE MET/INTERVIEWED

Dr. Zubayer Hussain, Country Project Director, SIAPS Program

Mr. Golam Kibria, Sr Technical Advisor- Quantification & MIS, SIAPS Program

Dr. Abu Zahid, Procurement Specialist, SIAPS Program

Mr. Nurul Islam, Programmer, MOHFW

Mr. Luthful Haq Protik, IS Specialist, SIAPS Program

Mr. Mahmudul Islam, CEO, Softworks.

ANNEX B. DRAFT CIRCULAR

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়
উন্নয়ন ও মেডিকেল শিক্ষা অনুবিভাগ

নং-

তারিখ: ...--২০১৪

খসড়া আইসিটি পরিপত্র-১

বিষয়: প্রকিউরমেন্ট পোর্টালের ব্যবহার নির্দেশিকা

স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়ের আওতাধীন উন্নয়ন খাতের ক্রয় সংক্রান্ত বিষয়াদি প্রক্রিয়া করার জন্য সাপ্লাই চেন ম্যানেজমেন্ট পোর্টাল (SCMP) বা প্রকিউরমেন্ট পোর্টাল নামক ওয়েবভিত্তিক সলিউশন বা প্রোগ্রাম তৈরি করা হয়েছে। স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়ের চাহিদার প্রেক্ষিতে ইউএসএআইডি-র অর্থায়নে এবং ম্যানেজমেন্ট সার্ভিসেস ফর হেলথ (MSH)-এর তত্ত্বাবধানে একটি বাংলাদেশী প্রতিষ্ঠান সফটওয়্যার্স এটি তৈরি করেছে। পূর্তকাজ ব্যতীত স্বাস্থ্য মন্ত্রণালয়ের আওতাধীন উন্নয়ন খাতের সকল ক্রয়কাজের তথ্য এ পোর্টালের মাধ্যমে প্রক্রিয়া করা হচ্ছে। এ পরিপত্রে উক্ত পোর্টালের পরিচিতি, ব্যবহার, হস্তান্তর ও রক্ষণাবেক্ষণ এবং সংশ্লিষ্ট অন্যান্য বিষয়াদির উপর সংশ্লিষ্ট সকলের করণীয় সম্পর্কে নির্দেশনা প্রদান করা হলো।

1. পোর্টাল পরিচিতি

১.১ পোর্টালের ইউআরএল (URL) বা প্রবেশদ্বার হচ্ছে: www.scmpbd.org। ইন্টারনেটে যুক্ত অবস্থায় এ পোর্টালে অনুমোদিত ব্যবহারকারীগণ তথ্য সংযোজন বা প্রতিটি ক্রয় প্রক্রিয়ার বিভিন্ন ধাপ দেখার সুযোগ পাবেন যা সময়োচিত, দ্রুত এবং যথাযথ সিদ্ধান্ত গ্রহণে সহায়ক হবে।

১.২ এ পোর্টালের মূল অংশ হচ্ছে: প্রোডাক্ট ক্যাটালগ (ক্রয়যোগ্য সকল দ্রব্যাদির ডাটাবেজ), প্রকিউরমেন্ট প্ল্যান প্রণয়ন (মালামাল ও সেবার ক্রয় পরিকল্পনা তৈরির জন্য), ক্রয় কাজের জন্য প্যাকেজ তৈরি (একক প্যাকেজ বা একাধিক লটে বিভক্ত প্যাকেজ), প্রকিউরমেন্ট ট্র্যাকিং (ক্রয় প্রক্রিয়ার বিভিন্ন ধাপ অনুসরণের জন্য) ও ড্রাগ রেজিস্ট্রেশন ডাটাবেজ (ক্রয়কালে ব্যবহারের জন্য)। স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়ের খাতভিত্তিক কর্মসূচি এইচপিএনএসডিপি-র আওতাভুক্ত ক্রয় সংক্রান্ত কাজে এটি একটি অপরিহার্য হাতিয়ার হিসেবে ব্যবহৃত হচ্ছে। এলএমআইএস নামক একটি পৃথক প্রোগ্রাম এ পোর্টালের মাধ্যমে বা পৃথকভাবে ব্যবহারের সুযোগ রয়েছে। পরিবার পরিকল্পনা সামগ্রী ক্রয়, বিতরণ ও সরবরাহ সংক্রান্ত তথ্যাদি এলএমআইএস-এর মাধ্যমে প্রক্রিয়া করা হয়। এতে মার্চ থেকে কেন্দ্রীয় পর্যায় পর্যন্ত এসকল তথ্যাদির ব্যবস্থাপনায় প্রভূত উন্নয়ন সাধিত হয়েছে। মার্চ পর্যায়ে বা কেন্দ্রীয় পর্যায়ের ব্যবস্থাপকগণ মালামালের মজুদ বা ব্যবহার পরিবীক্ষণের মাধ্যমে নিজেদের দায়িত্ব সুষ্ঠুভাবে সম্পাদন করতে পারবেন। এছাড়া পরিবার পরিকল্পনা অধিদপ্তরের আঞ্চলিক গুদাম ও উপজেলা ভাণ্ডার ব্যবস্থাপনার দুটি প্রোগ্রামও এলএমআইএস-এর অন্তর্ভুক্ত রয়েছে। ইকুইপমেন্ট ট্র্যাকিং মডিউল সম্প্রতি এ পোর্টালে সংযোজন করা হয়েছে, যার মাধ্যমে জেলা উপজেলা পর্যায়ের স্বাস্থ্যকেন্দ্রগুলোর যন্ত্রপাতি ব্যবহার, রক্ষণাবেক্ষণ ও ব্যবহার সংক্রান্ত তথ্যাদি পরিবীক্ষণ করে মার্চ বা কেন্দ্রীয় পর্যায়ে ব্যবস্থাপনার উন্নয়ন সাধন করা সম্ভব হবে।

১.৩ এ পোর্টালের প্রাথমিক প্রস্তুতি ২০১০ সাল থেকে শুরু করা হয় এবং ২০১২-১৩তে এটি সম্পূর্ণ ব্যবহারযোগ্যতা অর্জন করে। এই পোর্টাল পরিচালনার জন্য প্রয়োজনীয় প্রশিক্ষণ প্রদান করা হয়েছে। এ বছর

ক্রয় পরিকল্পনা সম্পূর্ণভাবে পোর্টাল ব্যবহার করে তৈরি করা হয়েছে এবং মন্ত্রণালয়/বিশ্বব্যাংক অনলাইনে তার অনুমোদন/ছাড়পত্র প্রদান করেছে।

2. পোর্টাল ব্যবস্থাপনা

২.১ প্রকিউরমেন্ট পোর্টালের ব্যবহার সুনিয়ন্ত্রিত থাকবে। অনুমোদিত ব্যবহারকারীগণ স্তর বিন্যাস অনুযায়ী ডাটা এন্ট্রি, সম্পাদনা ও পর্যালোচনা বা পরিবীক্ষণের সুযোগ পাবেন।

ক) ডাটা এন্ট্রি/ইনপুট:

২.২ লাইন ডাইরেক্টর সহ সংশ্লিষ্ট ওপির ক্রয় প্রক্রিয়ায় যুক্ত কর্মকর্তা/কর্মচারীগণ ডাটা এন্ট্রি করতে পারবেন। তাদের কার্যক্রম নিয়ন্ত্রিত থাকবে এবং ওয়েবসাইটের নিরাপত্তা নিশ্চিত করার জন্য প্রয়োজনীয় কারিগরি পদক্ষেপ গ্রহণ করা হবে। এদের তালিকা স্ব স্ব ওপির লাইন ডাইরেক্টর চূড়ান্ত করে লিখিতভাবে জানাবেন। প্রত্যক্ষভাবে এ কাজের সাথে যুক্ত ডাটা এন্ট্রি অপারেটর, কম্পিউটার অপারেটর, ডেস্ক অফিসার ও লাইন ডাইরেক্টরগণ এ তালিকায় অন্তর্ভুক্ত হবেন। কে কোন মডিউলে কিভাবে ডাটা এন্ট্রি করতে পারবেন বা দেখতে পারবেন, তা আগেই স্থির করা থাকবে।

খ) সম্পাদনা/সংশোধন

২.৩ লাইন ডাইরেক্টর সহ অনুমোদিত ব্যক্তিগণ সম্পাদনা/সংশোধন করতে পারবেন। লাইন ডাইরেক্টর কারিগরি দায়িত্ব পালনকারীদের অনুমোদিত কর্মকর্তার তালিকা লিখিতভাবে প্রদান করবেন।

গ) পর্যালোচনা/পরিবীক্ষণ

২.৪ প্রশাসনিক কাজে নিয়োজিত কর্মকর্তাবৃন্দ তথ্য পরিবীক্ষণ করতে পারবেন। তারা কোন তথ্য পরিবর্তন করতে পারবেন না। তবে সব তথ্য দেখতে পারবেন। তথ্য পরিবর্তনের প্রয়োজন হলে তা সংশ্লিষ্ট ওপির লাইন ডাইরেক্টরের গোচরে আনবেন।

3. প্রোডাক্ট ক্যাটালগ ও স্পেসিফিকেশন কমিটির দায়িত্ব

৩.১ অধিদপ্তরের প্রধানের নেতৃত্বে স্পেসিফিকেশন কমিটি গঠন সংক্রান্ত আদেশ ইতোপূর্বে জারি করা হয়েছে (সংলাগ-ক)। এ কমিটির সভা নিয়মিত আহ্বানের ব্যাপারে যত্নবান থাকতে হবে। এ কমিটির সাচিবিক দায়িত্বপালন করবে। তারা লাইন ডাইরেক্টরের প্রস্তাব পাওয়ার পর দ্রুত গতিতে কমিটির সভা আহ্বান করবেন।

৩.২ এ কমিটির অনুমোদনক্রমে সকল বিনির্দেশ প্রোডাক্ট ক্যাটালগে অন্তর্ভুক্ত করা হবে। তবে ইতোমধ্যে বিপুল পরিমাণ বিনির্দেশ ডাটাবেজে অন্তর্ভুক্ত করার প্রয়োজন থাকায় সেগুলোর প্রত্যেকটি পৃথক পৃথকভাবে পরীক্ষা করে ডাটাবেজে অন্তর্ভুক্ত করা সময়সাপেক্ষ বা কঠিন হতে পারে। বিনির্দেশ না থাকার কারণে ক্রয় প্রক্রিয়া যাতে ব্যাহত না হয়, সে ব্যাপারে সজাগ থাকার প্রয়োজন রয়েছে। অতএব, যে সব বিনির্দেশের ভিত্তিতে ইতোপূর্বে ক্রয় সম্পাদন করা হয়েছে, কমিটি সম্মত হলে সেগুলো প্রাথমিকভাবে ডাটাবেজে অন্তর্ভুক্ত করার উদ্যোগ গ্রহণ করা যেতে পারে। তবে এর কোনটির ব্যাপারে যে কোন পক্ষের (উৎপাদক/সরবরাহকারী সহ) আপত্তি থাকলে কমিটির বিবেচনার জন্য তা উত্থাপন করতে হবে এবং কমিটির নির্দেশনার ভিত্তিতে এ বিষয়ে পরবর্তী পদক্ষেপ গ্রহণ করতে হবে।

৩.৩ প্রোডাক্ট ক্যাটালগ ব্যবস্থাপনা বা তাতে বিনির্দেশ অন্তর্ভুক্তির জন্য স্বাস্থ্য অধিদপ্তরের এমআইএস অনুবিভাগ এবং ক্রয়কারী বৃহৎ ওপিগুলোর কর্মকর্তাদের মধ্য থেকে অনধিক তিন জনের একটি তালিকা মন্ত্রণালয়ের উন্নয়ন অনুবিভাগের মাধ্যমে চূড়ান্ত করতে হবে। বিনির্দেশ কেবলমাত্র এ কর্মকর্তারাই সংযোজন/পরিবর্তন করতে পারবেন।

৩.৩ কমিটির সভার কার্যবিবরণীর অনুলিপি মন্ত্রণালয়ের উন্নয়ন অনুবিভাগে (পিএলএমসি সহ) পাঠাতে হবে।

4. প্রশিক্ষণ

৪.১ পোর্টাল ব্যবহারকারী সকল কর্মকর্তার প্রশিক্ষণ নিশ্চিত করতে হবে। ইতোমধ্যে যে ধারায় টিওটি, দুই দিনের প্রশিক্ষণ বা অন দি জব প্রশিক্ষণের কার্যক্রম চালু আছে, তার ধারাবাহিকতা বজায় রাখতে হবে।

৪.২ প্রশিক্ষণের প্রয়োজন আছে, এমন কর্মকর্তাদের তালিকা বছরের শুরুতে প্রণয়ন করতে হবে এবং প্রশিক্ষণ ক্যালেন্ডারে অন্তর্ভুক্তির মাধ্যমে প্রশিক্ষণ পরিকল্পনার বাস্তবায়ন করতে হবে।

৪.৩ লাইন ডাইরেক্টরগণ প্রশিক্ষণ গ্রহণ করেন নি এমন কর্মকর্তার তথ্য মন্ত্রণালয়ের মাধ্যমে এমএসএইচ-কে জানিয়ে দেবেন, যাতে দ্রুত তাদের প্রশিক্ষণের বিষয়টি নিষ্পন্ন করা যায়।

৪.৪ এমএসএইচ মন্ত্রণালয় ও অধিদপ্তরের আইটি কর্মকর্তাদের কারিগরি দক্ষতা বৃদ্ধির জন্য পৃথক প্রশিক্ষণ কর্মসূচির আয়োজন করবে।

৪.৫ প্রশিক্ষণপ্রাপ্ত কর্মকর্তাদের তিন বছরের আগে বদলি করা যাবে না, বা নেহাংই প্রয়োজন না হলে তিন বছর মেয়াদ পূর্তির পরও বদলি করা হবে না। প্রশাসনিক কার্যক্রমের সাথে সংশ্লিষ্ট কর্মকর্তাগণ তা নিশ্চিত করবেন।

5. পোর্টাল হস্তান্তর

৫.১ এমএসএইচ যে প্রকল্পের মাধ্যমে এসসিএমপি তৈরি করেছে, সে প্রকল্পের মেয়াদ আগামী ২০১৬ সালে সমাপ্ত হবে। অতএব, পোর্টালটির ব্যবস্থাপনা মন্ত্রণালয়ে হস্তান্তরের প্রয়োজনীয়তা রয়েছে। অপর দিকে পোর্টালের প্রকৃত মালিকানা স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়ের। শুধুমাত্র পোর্টালের বর্তমান ব্যবস্থাপনা এমএসএইচের মাধ্যমে সফটওয়্যারস-এর উপর ন্যস্ত রয়েছে। পর্যায়ক্রমে এই পোর্টালের কার্যক্রম মন্ত্রণালয়/সংশ্লিষ্ট অধিদপ্তরের উপর ন্যস্ত করা হবে।

৫.২ হস্তান্তর কার্যক্রমের মাইলফলকগুলোর নির্ধারণ করে এ ব্যাপারে পৃথক পরিপত্র জারী করা হবে। এটি বিশেষ করে এমএসএইচ এবং সফটওয়্যারসের সাথে নিবিড় যোগাযোগের মাধ্যমে সম্পাদন করা হবে এবং তারা একটি রোডম্যাপের মাধ্যমে মন্ত্রণালয়ের নীতিগত সম্মতি গ্রহণ করে এ বিষয়ে পরবর্তী পদক্ষেপগুলো গ্রহণ করবে।

৫.৩ হস্তান্তর পরবর্তীতে পোর্টাল পরিচালনার দায়িত্ব মন্ত্রণালয়/অধিদপ্তরের উপর ন্যস্ত থাকবে। অতএব এ বিষয়ে মন্ত্রণালয় ও স্বাস্থ্য অধিদপ্তরের ভূমিকা হবে গুরুত্বপূর্ণ। মন্ত্রণালয়ের আইটি শাখার কর্মকর্তাগণ কারিগরি বিষয়ে দায়িত্ব পালন করবে। অর্থাৎ বর্তমানে সফটওয়্যারস যে সব কাজগুলো সম্পাদন করে পর্যায়ক্রমে সে কাজগুলো মন্ত্রণালয়/অধিদপ্তরের আইটি শাখার কর্মকর্তাগণ সম্পন্ন করবেন। এ ব্যাপারে মন্ত্রণালয় ও সকল অধিদপ্তরের সামর্থ্য সৃষ্টির প্রয়োজন হবে, যা বর্ণিত পরিপত্রে উল্লেখ থাকবে। মন্ত্রণালয়ের আওতাধীন সকল অধিদপ্তর আইট সেট-আপ তৈরির জন্য প্রয়োজনীয় পদক্ষেপ গ্রহণ করবে।

6. বিবিধ

৬.১ এ পরিপত্রের মাধ্যমে পোর্টাল পরিচালনা এ হস্তান্তরের নীতিগত বিষয়টি চূড়ান্ত করা হলো। পরবর্তীকালে এ সকল বিষয়ে অন্যান্য নির্দেশনা মাধ্যমে হস্তান্তর প্রক্রিয়া চূড়ান্ত করা হবে।

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অতিরিক্ত সচিব/যুগ্ম সচিব

ANNEX C. TENTATIVE FAQs

Tentative FAQs with some elaboration. The list is not exhaustive. These are indicative. Please note that user input is required to understand their perspective. So a couple of meeting with users might be required at a later stage.

General Questions

- 1) What is SCMP? (Describe the portal in a short paragraph)
- 2) What is dashboard and what is the purpose of it?
- 3) What are the components of the dashboard? How do they relate to my work?
- 4) How do I log in? (say who can log in, and how)
- 5) Why can't I log in? (restricted website, only approved users- describe who can access)
- 6) I can access some of the modules in the dashboard, but not all. Why?

Product Catalog

- 1) What is product catalog? (short description of the module)
- 2) How is it related to preparation of procurement plan? (how LDs and others in OP can use it? Mention about revenue budget)
- 3) What kinds of products are included in the product catalog? (group wise an indicative list)
- 4) What is a specification? (say more about using it from product catalog as a compulsory measure)
- 5) How can I find or use the specification of a particular product? (say about groups and search functions)
- 6) How can I change a particular specification of a product, if it does not look right or updated to me? (refer to Specifications Committee)
- 7) I can't find a particular item in the product catalog? What should I do? (say how to include and procedures)
- 8) What is a Stock keeping unit? (technical description)
- 9) Why certain items have no entry on specifications? (any genuine reason or need to include, in that case how?)

Procurement Plan

- 1) What are the steps for preparing the procurement plan? (a short description, should have a help file link and also refer to user manual which should be available in the portal)
- 2) Who is responsible for preparing the procurement plan? (stepwise responsibility of individual officers: who can start, who can approve at different stages)
- 3) What is the relationship of the budget with procurement plan? (How is it related with annual workplan, clarify how they will get input from ADP monitoring program)
- 4) What are the things to do prior to preparing the procurement plan (descriptive, guide them how multiyear packages would work)
- 5) What is the linkage
- 6) How do I decide about the quantities?

- 7) What is the relevance of unit of measurement?
- 8) When I checked market, I found that there is a large variation in the price given in the catalog. What should I do?
- 9) My equipment is new, how do I give it a code number?
- 10) What is meant by specification year?

Procurement Tracker

- 1) For what purpose the procurement tracker is used?
- 2) How does this tracker help to ensure good governance, transparency and competition?
- 3) What is the relationship of the budget with procurement plan?
- 4) At what stages of procurement, the managers can monitor the
- 5) How do I track individual packages or lots through this module?
- 6) What do I do if I find problems in any of the packages, like

Drug Registration Database

- 1) What is the purpose of drug registration database?
- 2) How is it related to procurement plan?
- 3) Should I use brand names or generic name in preparing the procurement plan?

Equipment Tracking

(I was not able to access this module. So questions are general in nature)

- 1) What is the purpose of Equipment Tracking Module?
- 2) What kind of equipment is included in the database?
- 3) Who is responsible for entering data in the database?
- 4) What kinds of reports are available from Equipment Tracker?
- 5) I am an Upazila Health and Family Planning Officer, how do I use this tracker?
- 6) I have found a problem on CMSD side, how do I bring attention to this and of whom?

LMIS

- 1) What is LMIS?
- 2) Who can have access to this website?
- 3) What is expected from managers using this website?
- 4) What sorts of data is available in this website?
- 5) How does it help management to identify stock situation at Upazila and field level?
- 6) Who is supposed to take action in case of stock outs?
- 7) My internet connection is not working? What should I do?

ANNEX D. TENTATIVE TABLE OF CONTENTS FOR THE USER MANUAL

List of Acronyms and Abbreviations

Chapter I: Introduction

- 1) A description about the portal and how to harness its potential by the LDs and all actors

Chapter II: Preparation of Procurement Plan: For Goods

- 1) Budget Allocation
- 2) Funding source
- 3) Using Products Catalog
 - a) Select a unit of measurement
 - b) Select (mention all as appropriate)
- 4) Select a Procurement

Chapter III: Preparation of Procurement Plan: For Service

- 1) Select a Procurement

Chapter IV: Executing a Procurement

Bid preparation and Invitation for Tender

- 1) Preparing Bidding Documents (packages)
- 2) Approval of Bid Document (packages) by WB/DPs (clearance/NOC)
- 3) Bidding Documents sent
- 4) Action after receiving NOC from WB/DPs
- 5) Bid Evaluation preparation and Advertisement (IFT)
- 6) Pre-bid Meeting
- 7) Sending minutes of Pre-bid meeting to WB/DP for NOC
- 8) Action after NOC received from WB/DP
- 9) Bid Closing and Opening

Bid Evaluation Process

- 1) Primary examination of bids
- 2) Role of TEC/TSC
- 3) BER preparation and approval

NOC/Approval Stage

- 1) Send BER to WB (for clearance/NOC)

- 2) Action after receiving NOC
- 3) Prepare Purchase Summary (for MOHFW/CCGP)
- 4) Action after receipt of Approval

Signing of Contract

- 1) Issue of Notification of Award (NOA)
- 2) Acceptance of NOA from bidder
- 3) Submission of Performance security
- 4) Contract Signing
- 5) LC Opening

Shipment Status

- 1) Shipment /Delivery

Chapter V: Tracking a Package/Lot

- 1) Using the Dashboard
- 2) Setting alerts

Chapter VI: Generating Reports

- 1) Mention reports that can be printed

Chapter VII: Printing

- 1) Mention items that can be printed

Chapter VIII: User Controls and Views

- 1) LDs View
- 2) Agency View
- 3) Procuring Entity View

Chapter IX: Online help and support

- 1) Accessing user guide
- 2) Help files

Glossary (of terms used in the guide)

ANNEX E. KPI MATRIX

| # | Quality Indicators | Response time indicators | Cost/financial indicators | Productivity indicators |
|-----------------------------|--|---|--|--|
| Procurement | | | | |
| 1 | | Lead time for BER NOC from World Bank, Purchase summary preparation and approval by MOHFW/CCGP as a comparison with scheduled lead time | Prices paid for a selection of pharmaceutical products that account for a significant component of the total expenditure on pharmaceuticals (in excess of 50%) as a % variance against the average international reference price (MSH/WHO Price Monitor) | % of procurement packages established as framework contracts |
| 2 | | Lead time for shipment and receipt in warehouse as a comparison with scheduled lead time | % of items in contracts signed in line with the estimated prices in procurement plans | % of funds carried over to following financial year from current financial year |
| 3 | | | Price variation expressed as a percentage between procurement plan prices and actual contract prices for items that account for more than 50% of the value of items in procurement plans | % of contracts carried over to following financial year from current financial year |
| Warehousing/storage | | | | |
| 4 | | Warehouse order processing time | Value of product damaged as % of total value of stock | % space utilized for unserviceable/expired stock |
| 5 | | | Value of products expired as % of total value of stock | Stock turnover rate (total value of stock divided by average value of monthly stock issues) |
| Inventory management | | | | |
| 6 | Stock out rate (number of times an item has been out of stock during a given reporting period) | Time elapsed between procuring entity supply planning function submission for stock replenishment and actual receipt of supplies | Cost of inventory required to service total lead time | % of procurement entities utilizing supply planning software to determine demand |
| 7 | Stock availability below minimum stock level (number of times the stock level of an item has fallen below minimum stock level during a given reporting period) | | Value of inventory in excess of maximum stock level | % of procurement entities utilizing demand estimates from supply planning software in procurement plan development |
| 8 | Stock availability above maximum stock level (number of times the stock level of an item has risen above maximum stock level during a given reporting period) | | % of inventory value over maximum stock level as percentage of total inventory value | |

ANNEX F. TECHNICAL NOTE ON CONSULTATIVE SESSION HELD ON 14 AUGUST 2014

Technical Note: Consultative session on “Sustainability Plan of MOHFW Supply Chain Management Portal (SCMP)”

A consultative session on Sustainability plan of SCMP was held on the 14 August, 2014 at the Spectra Convention Hall and the program was organized by MOHFW and facilitated by SIAPS program. Professor Dr. Abul Kalam Azad, ADG (P&D), DGHS welcomed all the participants and moderated the whole technical discussion.

At the outset of the meeting, Dr. Zubayer Hussain, CPD, SIAPS/shared the objectives of the session that follows below.

Objectives:

1. To provide a brief orientation on the modules and their features of MOHFW SCMP
2. To make a detail presentation by the local consultant on the sustainability plan considering the technical, organizational and financial aspects of the portal and build consensus
3. To present and agree on the proposed KPIs to be integrated into SCMP to generate data for evidence based decision making

He also made a brief presentation on the development process of the portal, advantages of each module and success stories & explained the key issues that may play critical role in institutionalizing the portal. It was highlighted in his presentation that there needs to be a transformation of structure, process and people in MOHFW and its key entities (DGFP, DGHS and DGDA). Dr Zubayer noted that political commitment needed to be the driving force – the change agent - behind efforts to accelerate the handing over process of the SCMP.

While, Mr. Md. Humayun Kabir, Senior Consultant, SIAPS has presented the study report on the sustainability plan of SCMP and shared the policy and advocacy plan along with specific recommendations for MOHFW and SIAPS to be implemented to ensure the smooth transitioning process; envisaged to be completed by 2016.

The significant suggestion/points made by the participants are being summarized and presented below-

1. MOHFW should prepare a technical and financial proposal highlighting the management and maintenance of the SCMP and submit to the Joint Secretary of Improved Financial Management of MOHFW subsequently. Then the IFM will take necessary action to submit to the Finance Ministry accordingly with a request for creating a new code in the revenue budget for ensure successful implementation of the portal in Bangladesh.
2. Each entity (DGFP, DGHS, DGDA and MOHFW)/OP’s office (LD) should establish an appropriately resource organizational structures and assign relevant technical persons (duty bearer) to manage the system. Their job description should be revised in light with the management of SCMP.

3. Before handing-over, SIAPS should prepare the user manual including data dictionary, FAQ, trouble-shooting guideline and gain the legal status. Later on, the consultant clarified as the system is closed and limited to MOHFW; so it does not necessarily require any legal status.
4. No product should be inserted to the catalog until it gets approval from the National Specification Committee
5. MOHFW and SIAPS may explore options to include a provision for ensuring equipment quality in SCMP.
6. Table of Equipment should be available in SCMP and the LD/Hospital directors can use it as a reference document (SIAPS team informed the participants about the recent inclusion in the portal)
7. MOHFW should assign a team to serve as “Helpline” (through mobile phone/SMS/email). Introducing an online discussion forum would be great idea to discuss on the technical and managerial issues and getting appropriate directions. This electronic community may share experiences, lessons learned, best practices, tools, documents and technical solutions to common challenges pertaining to the SCMP.
8. MOHFW may consider in designing the site in bi-lingual to improve the accessibility. However, adequate training for the users is barely necessary to facilitate the smooth transitioning process.
9. MOHFW can use the RPA fund to provide necessary training on SCMP for the developer team of the key entities (MOHFW, DGFP, DGHS and DGDA), end users (under 32 OPs) to promote sustainability.
10. MOHFW should outsource the developmental and maintenance part of the SCMP to the competent local IT firms.
11. SIAPS should work with MOHFW to host the site in DGHS data center and provide necessary training and logistical support to install the system in Bangladesh.

Next steps:

1. The policy and advocacy plan that was prepared by the consultant and today’s discussion note would be pulled together for presenting in the DPs meeting in the WB office on 17 August to gain consensus on the next steps.
2. SIAPS team will seek additional inputs from all DPs to finalize the policy and advocacy plan.

At the end of the meeting the chairpersons Mr. Zakir Hussain, Joint Secretary, IFM/MOHFW expressed his satisfaction on the progress made so far in handing over the portal to the MOHFW and closed the meeting by giving thanks to all for their active participation.

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