

**Rational Pharmaceutical Management Plus
Namibia CMS SYSPRO Systems Audit: Trip Report.
Europe, December 2003**

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December, 2003

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About RPM Plus

The Rational Pharmaceutical Management Plus (RPM Plus) Program, funded by the U.S. Agency for International Development (cooperative agreement HRN-A-00-00-00016-00), works in more than 20 developing countries to provide technical assistance to strengthen drug and health commodity management systems. The program offers technical guidance and assists in strategy development and program implementation both in improving the availability of health commodities—pharmaceuticals, vaccines, supplies, and basic medical equipment—of assured quality for maternal and child health, HIV/AIDS, infectious diseases, and family planning and in promoting the appropriate use of health commodities in the public and private sectors.

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Acronyms

ART	Anti-retroviral Treatment
CMS	Central Medical Stores
MOHSS	Ministry of Health and Social Security
MSH – Europe	Management Sciences For Health – Europe.
NB	New Business
PMTCT	Prevention of Mother to Child Transmission
RPM-PLUS	Rational Pharmaceutical Management Plus Program of USAID
SOW	Scope of Work
TA	Technical assistance
USAID	United States Agency for International Development

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Acknowledgements

The report was compiled based upon four days consulting at Namibia CMS between 1-5th December 2003. The consultant would like to extend his thanks for the time invested by Mr. Gilbert Habimana, the Chief Pharmacist and his team to ensure the relevant data and information was captured.

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Executive Summary

This assignment was completed by MSH-Europe Consultant, Andy Marsden, to address the Scope of Work identified in Appendix A. Given the time constraints, the deliverables will now be addressed and finalized over two visits. Initial findings, however, may be summarized as follows:

Syspro, as a sophisticated and complex ERP offering, has yet to realize its full potential in the CMS environment. A number of reasons contribute to this state of affairs but seem to relate primarily to the shortcoming of the initial implementation where there was limited capacity-building amongst the management team. From a difficult start-up, “catch up” has never been achieved.

Also, significantly since the go-live in late 2001, there have been changes in personnel in CMS senior positions and currently the management team is short of at least three members. In this environment and context, it is unrealistic to expect the active advancement of a complex IT project whilst concurrently supporting CMS’s ongoing commercial and operational activities. It is to be anticipated that the combination of recruitment and international technical assistance will address this human resource shortfall in the near future.

The prevailing usage of Syspro is significantly hampered by a lack of understanding at data capture - ie clerical - level, where the staff have not been developed in their capacity as “knowledge workers” rather than simply recorders. The lack of IT infrastructure in the warehouse environment has also restricted the Syspro system development. Currently use of the Syspro effectively creates incremental work since it is administered in parallel with manual inventory information systems. System redesign and rationalization of the information flows and business processes is thus required.

The system suppliers, Impact Africa, are remotely-based and seem not to have cultivated an effective relationship at CMS and thereby ensuring the provision of the fullest attention to, for them, an underperforming customer. Whilst ad-hoc demands for assistance have been met, there is little evidence of capacity development at CMS. In future, their inputs need to be more effectively managed. It is anticipated that the provision of a support agreement, together with remote access to the CMS system, will reduce the financial burden of this item.

Positively, the issues listed above and further developed in this report are, for the most part, resolvable through a mixture of financial investment, technical assistance and capacity-building. The replacement of Syspro is not seriously countenanced as a solution.

Project management techniques to develop and maintain stakeholder unity and commitment to the objectives are required (and available via MSH technical

assistance). Consistency between the strategic decision-making for Syspro and on supply-related issues, for example such as the proposed CMS storage infrastructure and development of the Regional Medical Stores, is also now key for systems decision-making. The implementation, or otherwise, of the Warehouse Management System at CMS and RMS is a priority decision.

It is thus proposed that the plans and budgets firstly for upgrading CMS to address Syspro needs, secondly for the system roll-out to at least two RMS's (if appropriate) and finally, establishing communications systems between the medical stores, are all collaboratively completed and agreed with the key stakeholders, in Namibia, during January 2004.

Background

The prevailing operations, systems and support and commercial arrangements were reviewed, using the framework identified in Appendix C .The findings are summarized as follows

Procurement Overview

Open tenders are issued, managed and supply agreements concluded routinely according to statutory tender board requirements, for one or two year periods, depending on category. The process is broken down according to supply category, the forthcoming tenders for 2004 being according to the timescales, as follows:

X-Ray (approx. 60 items)	-	May 2004
Supplies (approx. 400 items)	-	June 2004
Surgical Instruments (approx. 20 items)	-	October 2004
Sutres & Catgut (approx. 60 items)	-	October 2004

Thereafter, Syspro is used to supply data inventory data identifying max. (4 months) & min. (2 months) stock levels, lead times, stock-on-hand and average monthly consumption. The system generates a theoretical order quantity which is reviewed and revised, as appropriate, by the procurement manager before inventory is called off.

It is to the initial tendering process, that it is proposed the Flowcentric workflow module is applied. This, in timely manner for deployment to support the X-Ray tender cycle starting early January 2004.

Departmental staffing is as follows (mindful that the procurement department is also responsible for receiving operations):

- One Procurement Pharmacist (computer literate)
- Two Procurement Clerks (some basic IT skills)
- One Pharmacist Assistant/Receiving Supervisor (learning IT)
- Two Receiving Clerks (IT novices)
- Two Warehousemen (no IT skills)

Quality assurance procedures and inputs are incorporated into the tender award and also to incoming receipts, via the on-site surveillance laboratory.

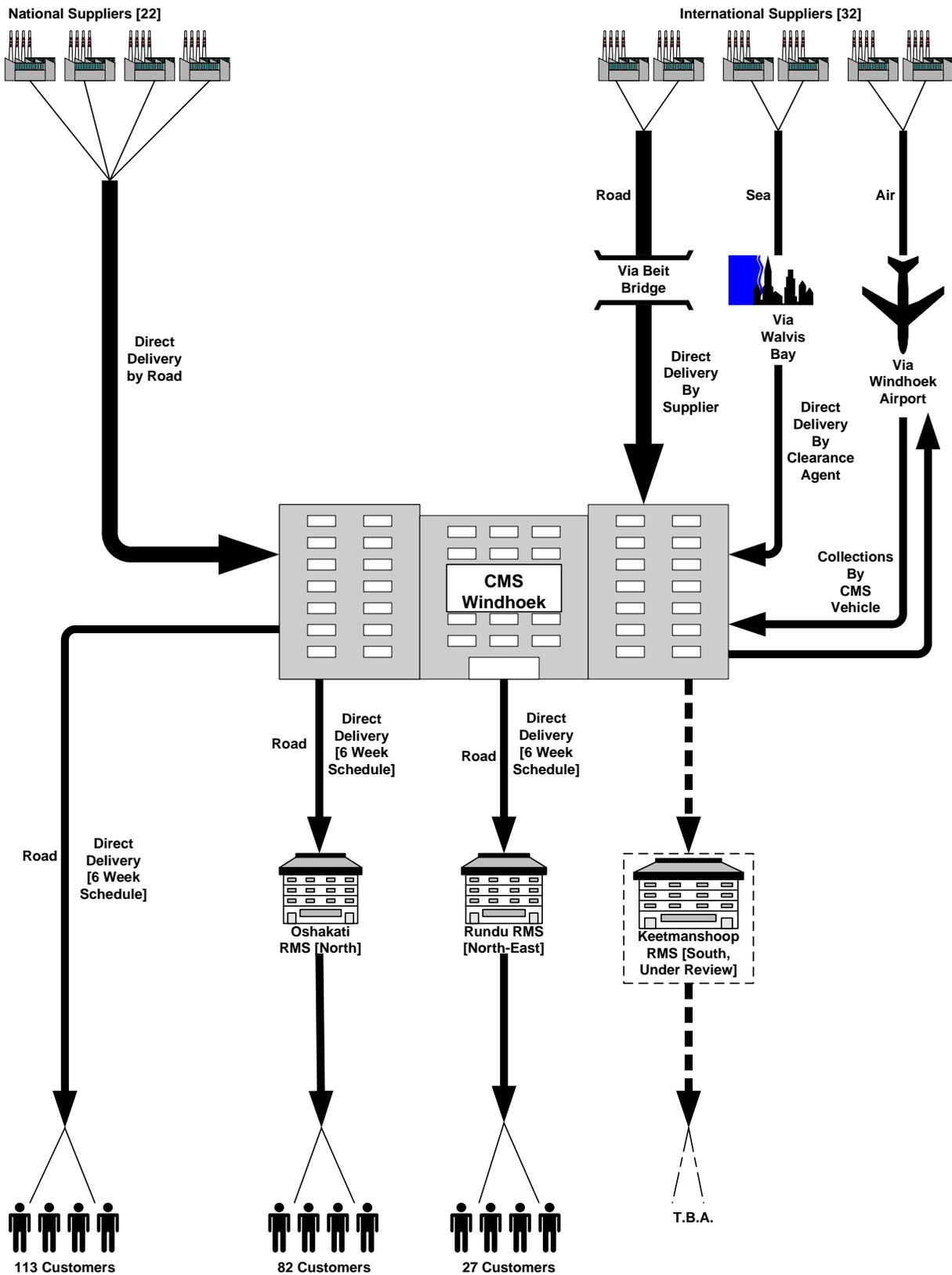
There is some, but limited, supplier performance monitoring and this area required attention.

Logistics

See attached graphic indicating current (and prospective) supply chain.

NB. There is provision and procedures for emergency private sector procurement at CMS and RMS levels, with appropriate authorization. These products may not then follow the standard distribution routines indicated.

Namibia CMS / RMS Supply Chain



AM Dec 2003

Additional Operational Data

Number of SKUs	Approx. 1500
Vehicle Fleet, CMS	1 x Nissan Truck, 1992 3 x Truck & Trailer Units, 1992
Vehicle Fleet, Oshakati	1 x 16 tonne, 1992 1 x 5 tonne, early 90's 1 x Nissan, 4 x 4, 1996.
Customer Base	National Referral Hospital (1) Intermediate Referral Hospital (3) District Hospitals (34) Health centres Clinics Other Ministries Schools & Higher Education institutions
CMS Delivery Schedule	All customers & RMS supplied according to fixed six weekly schedule.
RMS Delivery Schedule	Lesser period, ie 2 - 4 weeks, due to customer storage space constraints.

Organizationally, the Distribution department is organized as follows :

- Two Pharmacist Assistants (one responsible for each of controlled substance & cold chain stores plus other supervisory duties).
- Two Chief Clerks (each responsible for three clerks and three sub-warehouses)
- Six Clerks (each responsible for a sub-warehouse).
- One Transport Chief Clerk

Most staff are, at least, minimally IT-literate but there is a shortage of training and available hardware.

The staff at the RMS do not report to the CMS.

Accounting

The CMS Senior Accountant reports to the Deputy Director at the Ministry of Health, rather than direct to the Chief Pharmacist. The previous incumbent, who was highly trained in Syspro, left in February 2003 and Accountant took over in an acting capacity. A new appointment at the senior level is imminent.

The third staff member, the Assistant Accountant is on maternity leave with a temporary replacement in situ.

The Acting Senior Accountant had one day's initial training at the time of go-live and has since received ad hoc on-site support from Impact Africa.

At the time of drafting, the Syspro modules addressing General Ledger, Cash Books and Landed Cost Tracking are not utilized at CMS. All other Finances modules are actively used.

Accounts Payable is operated via a mixture of journal transactions, prepared in Syspro, and check payments (from the Mission hospitals and other external institutions). The invoicing operation is administered by Distribution staff.

Accounts Receivable responsibilities are fragmented between CMS, the Ministry of Health Head Office and the Ministry of Finance, who effect payment. Syspro is only utilized at CMS and currently has no technical interface with external departments. Consequently much valuable time is invested by CMS staff in conveying and collecting documents between the two Ministry offices.

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Findings & Recommendations

The following section has been split into four components :

- General Comments and Recommendations
- Immediate Tasks &/or Items-in Hand Requiring Decision-Making plus Recommendations
- Longer-Term Issues plus Recommendations
- Syspro Organizational recommendations

General Comments and Recommendations

Data Integrity: User base not well-informed about data capture, or how to validate systems outputs. Thus, much scope for improvement of Syspro base data. Quantitative baseline due to be set via external audit, Quarter One 2004.

Communications: Users constrained partially by technology, but also lack of technical skills and motivation to access computer. Also, lack of workstations is a constraint.

Human Resources: Users advise that Syspro training, when conducted at all, was delivered ineffectually. Only two of five potential management team members currently conversant with Syspro; three appointments, being the Chief Accountant, the Business Systems Manager and the Distribution Pharmacist remain outstanding.

Commercial Relationship: As a general comment, the Syspro supplier appear not to have cultivated a meaningful relationship in all areas of support and aftersales with CMS, although their marketing materials stress the long-term nature of partnerships. This area of business needs to be managed.

Report Writing: No local expertise. Reports prepared by Impact Africa not visible after first usage, requiring reversion to manual methods.

Hardware: Needs have changed since initial Syspro implementation and will continue to do so. This is an area for priority review (see recommendations below)

Organization: Responsibilities for Syspro are currently fragmented across departments and managerial staff. Not all lines of responsibility are immediately logical.

Immediate Tasks &/or Items In-Hand Requiring Decision-Making plus Recommendations

Task/Item	Notes	Recommendation(s)
Server Upgrade	Plans already well-advanced based on identification of enhanced needs since original implementation	<ul style="list-style-type: none"> ○ Progress with local hardware supplier and Impact Africa during December 2003. ○ Clearly identify and track Impact Africa role in Scope of Work (see below). ○ Visit by Impact Africa, w/c 1/12/03, activity nearly completed
Flowcentric Software	Workflow module with immediate potential for procurement cycle. External to Syspro and sourced from different supplier but contracted via Impact Africa.	<ul style="list-style-type: none"> ○ To be progressed by CMS but taking cognizance of MSH feedback (see below). ○ Consultant (AM) recommends continuance with project. ○ Recommend provision of MSH technical input and support during implementation period, Quarter 1 2004.
Syspro E-Net Solution.	Revamps file structures to improve data integrity. Permits data capture on remote devices.	<ul style="list-style-type: none"> ○ CMS to solicit quote from Impact Africa for potential implementation Q1, 2004
Warehouse Management System	Subsystem of Syspro, not currently utilized at CMS. <u>NB</u> . Item not directly linked to hardware upgrade	<ul style="list-style-type: none"> ○ Potential for this module to be further investigated by MSH and advised to CMS by end-of-January 2004. ○ CMS to secure further information from Impact Africa
Housekeeping Software	Bespoke subsystem of Syspro General Ledger to facilitate good housekeeping. Has been already been "specced".	<ul style="list-style-type: none"> ○ CMS to solicit formal quote for implementation from Impact Africa
Syspro Support Agreement (with Impact Africa)	All Syspro support currently provided by Impact Africa on Time & Materials basis.	<ul style="list-style-type: none"> ○ Hotline support to be purchased immediately by CMS (\$1200/per annum). ○ PC Anywhere & Terminal Server to be further investigated by MSH. ○ Associated hardware requirements to be identified by Impact Africa to CMS (see proposed Scope of

		Work below).
Systems Administration	All such tasks currently the responsibility of the Chief Pharmacist.	<ul style="list-style-type: none"> ○ Procedures to be developed and implemented by Impact Africa (see proposed Scope of Work, below) ○ Systems Administrator to be formally identified and tasked with responsibilities by CMS.
Recruitment of Business System Manager	Focal person for all IT-related dealings required at CMS.	<ul style="list-style-type: none"> ○ Recommend dialogue initiated between CMS, MoH and MSH decision-makers, ASAP. ○ Draft Scope of Work, see Appendix J, below. ○ Immediate Syspro training required on appointment
Recruitment of Distribution Pharmacist	Position unfilled since Quarter Four 2002. Responsibilities retained by Chief Pharmacist (at expense of other initiatives)	<ul style="list-style-type: none"> ○ CMS to progress recruitment immediately. ○ MSH to facilitate, as required. ○ Immediate Syspro training required on appointment
Recruitment of Senior Accountant	Position unfilled since Quarter One 2003. recruitment currently ongoing.	<ul style="list-style-type: none"> ○ Immediate Syspro training required on appointment
CMS Hardware Audit	All prevailing computer hardware to be identified as a prelude to CMS upgrading.	<ul style="list-style-type: none"> ○ MSH to provide framework & advice ○ CMS request MSH complete audit in January 2004.
Training Support Equipment	Laptop PC & projectors (LCD & OHP) required for CMS training delivery (incl. Syspro)	<ul style="list-style-type: none"> ○ CMS to supply quotations to MSH & provide further data, as required ○ MSH to make funding decisions ASAP
Web Development	Assistance to develop requested by CMS, including provision for catalogue.	<ul style="list-style-type: none"> ○ CMS to source local supplier detail and costs ○ MSH to rule on potential for supporting

Longer-Term Issues and Recommendations

ISP	Provision of consistently available email & internet pre-requisite for successful workflow implementation. May	<ul style="list-style-type: none"> ○ MSH to review requirement further with CMS during January 2004 based upon findings below. ○ CMS to investigate and identify any organizational/regulatory
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	necessitate parallel email system to that of Ministry of Health.	constraints <ul style="list-style-type: none"> o CMS to investigate potential local providers
CMS Infrastructure	Whilst not directly under the terms of this assignment, developments relating to the storage facility will significantly impact on recommendations relating to the WMS system and provision of work stations and hardware within CMS.	<ul style="list-style-type: none"> o MSH/CMS to reach closure ASAP
Inventory Optimization Software	Bureau service available via Impact Africa, to be available c. Quarter 3, 2004. Will assist in analyzing and optimizing inventory holdings.	<ul style="list-style-type: none"> o CMS & MSH to monitor and maintain cognizance & dialogue with Impact Africa. o CMS & MSH to formally review needs/developments c. mid-2004.
Documented Process Mapping / Procedures	In general, currently lacking as relate to the deployment of Syspro. This inhibits systems development and sustainability.	<ul style="list-style-type: none"> o CMS to incorporate tasks in job description of (proposed) Business Systems Manager. o Meantime CMS make provision for deployment of MSH consultants & all software suppliers in such role (s) o Global information flows need to be considered, confirmed (or amended) agreed and documented by the key CMS users. MSH to facilitate, as required.
Rollout of Syspro to Regional Medical Stores	Natural progression but technical, managerial and communications issued need to be fully explored and detailed before strategic decision-making.	<ul style="list-style-type: none"> o CMS, Impact Africa & MSH to conclude in-depth review, January 2004.
Hardware Provision for Syspro Rollout at RMS level	Needs to be more fully explored in conjunction with roll-out planning.	<ul style="list-style-type: none"> o MSH to identify software, hardware and support requirements in conjunction with CMS, RMS & Impact Africa, January 2004
Syspro Rollout	Required to initiate	<ul style="list-style-type: none"> o MSH to finalize and present,

Budget	resource planning and decisions.	January 2004.
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Business Categories & Recommended Syspro Responsibilities

Based upon the scale of operations of Syspro being extensive and involved, it is recommended that the workload, as relates to TA and developmental projects is divided and managed according to the relevant business processes. This to ensure focus and delivery plus concentration of appropriate TA expertise. However, all TA resources are potentially available to support all the areas listed, as required. This proposal, to be effectively administered, needs to be addressed and agreed by all the relevant stakeholders.

Business Category	Relevant Syspro Modules	Recommended Lead CMS Person	Recommended Lead MSH Resource Person	Comments
Procurement	Purchase Orders	Procurement Pharmacist	Kofi Nyame	Will include substantial workflow input, initially
Logistics	Lot Traceability WMS (if selected)	Distribution Pharmacist	Andy Marsden	
Inventory Control	Inventory	Distribution Pharmacist	Vim Dias	
General Support	Workflow Office Automation Report Writer Workflow	Business Systems Manager	Andy Marsden	
Accounts	General Ledger Accounts Payable Accounts Receivable Cash Book Asset Register Landed Cost Tracking	CMS Accountant	TBA	Module not used. Module not used Module not used.
Sales	Sales Orders Sales Analysis	Distribution Pharmacist	Andy Marsden	

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Proposed Quarters One and Two, 2004 Action Plan

Activity	Jan.	Feb.	March	April	May	June
CMS						
Finalize CMS upgrade plans	XXX					
Agree comms. strategy with RMS (including website)	XXX					
Implement comms. Linkages		XXX	XXX			
Finalize relevant budgets	XXX					
Implement upgrade (as determined)		XXX	XXX	XXX	XXX	
Implement workflow module	XXX	XXX	XXX	XXX		
Recruitment, Bus. Systems Mgr.						
Agree job spec & budget	XXX					
Initiate & appoint	XXX	XXX				
RMS						
Finalize Syspro RMS rollout plan	XXX					
Finalize rollout budget	XXX					
Initiate comms linkage		XXX	XXX			
Implement Syspro			XXX	XXX	XXX	XXX
Project Mangement						
Project Meetings (Monthly)	XXX	XXX	XXX	XXX	XXX	XXX
Quarterly stakeholder review			XXX			XXX

Estimated International TA (Andy Marsden) Support Requirements for the above (ie after January 2004 visit) : 4 x 10 days in-country, plus travel. .

Appendix A: Assignment Terms of Reference

NB: The terms of the Scope of Work to be addressed over two visits with a second assignment envisaged early in Quarter One, 2004.

System Analysis and Review of Computerized Inventory Control System of Namibia Central Medical Stores

Draft Scope of Work

Background:

As part of its assistance to the MoHSS of Namibia, the USAID Namibia Mission requested RPM Plus to conduct an assessment of the commodity management system and recommend activities that will help strengthen the system in the face of increased commodity management challenges envisaged under the scaling up of PMTCT and ART programs.

During the RPM Plus pre-assessment visit in August 2003, it was determined that CMS has in place a computerized inventory control system, SYSPRO™, that was installed in 1998 by a South African firm. The software has been recently upgraded to SYSPRO™ 6.0, and may meet the needs of the CMS, however, staffs are not adequately trained to use the system and the computer hardware is inadequate. There is no dedicated IT professional capable of trouble shooting and fixing minor problems related to the system and training of staff. Maintenance of the system is therefore problematic, leading to the CMS flying in support personnel from South Africa to fix basic problems at high cost. The system was also found to be implemented only at the CMS without any linkages to the various regional depots, thus making forecasting, communication and information flow inefficient.

Aim/Goal:

To undertake a comprehensive system audit in order to determine whether the existing system meets the needs of the Namibia medical supply system in the face of the scale up of PMTCT and ART programs and to make recommendations for upgrading and/or replacement of the system that is capable of managing forecasting, inventory control, distribution, financial control and information management and that will link the national office to regional level/peripheral units.

Specifically the proposed assessment objectives will include but not necessarily limited to:

1. Assessing and determining the magnitude of the problems identified with the existing CMS computer system, particularly relating to the lack of adequate support, training, and integration with regional and peripheral sites
2. Conducting System Analysis of the IT requirements of the CMS and regional level units to determine whether the prevailing system is capable of supporting the operations of CMS and pharmaceutical management in general
3. Describing the various alternatives/options that may be available for strengthening the computerized system for CMS and regional level units
4. Describing the functionality of the existing system and its ability to meet the requirements of the newly proposed CMS IT requirements
5. Making recommendations of changes required to implement new and/or upgraded system
6. Proposing suitable software and hardware requirements for an improved pharmaceutical management, taking into consideration local capacity to provide the needed technical support for the proposed system
7. Describing a possible plan of action for implementing an upgraded or new computer system

8. Suggesting an estimated budget, if possible, for an upgrade or new computerized system capable of linking the national unit to regional level units.
9. Determining the number of staff necessary, the technical skills required and their SOW to support the proposed system

Level of Effort:

It is proposed that about a 20 day level of effort will be needed for the assessment.

Expected Outputs:

Report incorporating –

- Comprehensive system audit to determine its strength and weaknesses.
- Detailed description of the IT requirements of CMS and regional level units with specifications of required software and hardware
- Recommendation of appropriate software system and changes required to implement
- Implementation plan with time lines and responsibilities
- SOW for staff required
- Budget

Appendix B: Personnel Consulted

Name	Position	Organization
Gilbert Habimana	Chief Pharmacist	Namibia CMS
Harrriet Lema	Procurement Pharmacist	Namibia CMS
John Luvell	Managing Director	Impact Africa
Mandy van der Walt	Executive	Impact Africa
Kofi Nyame	Senior Technical Advisor	MSH
Melody Shilongo	Acting Senior Accountant	Namibia CMS
Haydan Cleck	Technical Support Consultant	Impact Africa
Mr. J. Gaeseb	Acting Deputy Director, Pharmaceutical Services	Ministry of Health & Social Services, Namibia

Appendix C: Framework for Syspro Systems Audit @ Namibia CMS

Area For Review	Topics to be addressed (including identification of past, present & future requirements)	Comments
1.Prevaling Supply Chain	Identify key elements, including : <ul style="list-style-type: none"> ○ Sources of Supply ○ Storage operations ○ Transport operations 	Identify all prospective Syspro roll-out sites and operations.
2.Prevaling System (Syspro)	<ul style="list-style-type: none"> ○ Prevaling Modules ○ Planned Needs ○ Prospective Future Requirements 	
3.Hardware	<ul style="list-style-type: none"> ○ Prevaling type (s) ○ Future requirements 	Identify any performance-related issues.
4.Supplier Commercial Relationship	<ul style="list-style-type: none"> ○ Prevaling arrangements (including channels of communication and review) ○ Proposed nature thereof 	Identify any areas requiring attention
5. Data Setup	<ul style="list-style-type: none"> ○ SKU listing ○ Warehouse mapping ○ Inventory Categorization ○ “Customer” files ○ Supplier files 	Identify accuracy of work-to-date. Additionally, identify operations as relate to proposed PMTCT supply-related requirements
6. PMTCT-Specific Requirements	Identify : <ul style="list-style-type: none"> ○ Nature and timescales of strategy in Namibia ○ Associated operations 	MSH to provide relevant information
7. Data Reporting	<ul style="list-style-type: none"> ○ Availability ○ Accuracy/Integrity ○ Timelines 	Particularly as relate to proposed PMTCT requirements, including indicators
8. (Syspro) Supplier Support	Identify supplier support as delivered to date relating to : <ul style="list-style-type: none"> ○ Nature ○ Modality of Delivery ○ Efficacy. 	Identify areas requiring attention, as required
9. Training	<ul style="list-style-type: none"> ○ Identify nature and efficacy of work-to-date ○ Review future requirements 	Identify areas requiring attention, as required
10.Operational Support	<ul style="list-style-type: none"> ○ Assess efficacy of prevailing operational support systems ○ Assess batch/lot tracing & stock rotation data integrity 	Identify areas requiring attention, as required including duplicate data-

Termination year: 2004
Territory code: RSA
Modules installed: Screen Customisation Kit
General Ledger
Accounts Receivable
Accounts Payable
Cash Book
Assets Register
Report Writer
Inventory
Sales Orders
Sales Analysis
Purchase Orders
Landed Cost Tracking
Lot Traceability
Office Automation

	Registered company names	License numbers
1	CENTRAL MEDICAL STORES -----	4246069217
2	CENTRAL MEDICAL STORES TEST CO -----	4941050870

Appendix E: Flowcentric Solutions Namibia CMS Proposal Feedback

General Queries

What is the proposed relationship between suppliers, Flowcentric & Impact Africa as relates to the contract (ie the quotation is between the two companies, not to CMS)? Specifically, what are Impact Africa's proposed responsibilities in the transaction?

Will Impact Africa add a markup fee to the Flowcentric quote?

Will there be documentation available on the Flowcentric software? If so, what?

The mentioned licence is for 10 users. Is this a realistic number?

There is no mention of compatibility with Syspro, though that it is understood that the two softwares are – and will remain – complementary.

The proposal discussed the relates the use of Flowcentric to a procurement example, but presumably the product can and will have other applications at CMS?

Specific Queries & Comments

3.1. The example of ROI is not directly relevant to the CMS scenario relating, as it does, to the productivity of 50 employees.

4. Rapid Deployment. One of the premises may not be relevant to CMS being, "little training is required as most users are familiar with internet."

Messaging. Presupposes the consistent availability of an email system.

"Our normal terms and conditions apply." What are these?

Annual Flowcentric Navigator User Fee. Rand 1200, per User, or per 10 Users? Per month, or per year?

5. Technical Requirements. Suggest we seek Impact Africa's confirmation that (both) systems requirements are addressed by the prevailing CMS configuration.

7.1. Validity Period. Are the recurrent fees priced in the same manner and if so what is the date of the exchange rate fixings? The Dollars mentioned are US \$'s?

7.3 Overdue accounts. What is the period for which the interest rate will be charged (ie daily, weekly, monthly etc)?

Suggest not only the administrator but also that the users can successfully log on to the Flowcentric software comprises an additional installation test.

7.3.6. Consumer Price Index. Is this for South Africa ?

7.4 Telephonic Support. Is there any limit on the frequency of calls (ie in addition to the length?). Does it relate to normal office hours?

7.5 Is the AA mileage rate relevant for computing air travel, or would cost reimbursement for air tickets be more appropriate?

Do CMS meet the Internet Explorer specification?

7.7. Do CMS have a RDMS? If not, suggest Impact Africa recommend same.

7.8. Monthly User Fee. Clarification required on meaning of, "invoice based licence purchased."

AM. 2nd December 2003

Appendix F: Proposed Scope of Work for, Impact Africa Technician During December 2003 Visit

1. Tasks

- 1.1. Collaborate with CMS and such stakeholders, including the local hardware supplier, as required to successfully install Syspro on the new server
- 1.2. Advise on a relevant RDMS for the CMS needs and environment
- 1.3. Conduct systems administrations audit once Syspro has been successfully migrated. Advise and document new procedures and train local personnel, as required.
- 1.4. Advise on CMS communications hardware needs (including modems), as required to address the use of PC Anywhere and other relevant softwares for the provision of dial-in support by Impact Africa.
- 1.5 Advise on the current provision of hardware at CMS as relate to the system needs specified by Flowcentric. Identify any shortfalls and provide appropriate recommendations,

2. Deliverables

- 2.1 Syspro functional on new server.
- 2.2 One report addressing items 1.2, the RDMS, explaining rationale and providing a recommendation.
- 2.3 One report documenting major findings and recommendations arising from systems administration audit (1.3).
- 2.4 One report identifying findings and recommendations relating to the provision of communications software (1.4)
- 2.5 One report documenting findings and recommendations as relate to the specification of prevailing hardware at CMS and the Flowcentric needs (1.5).
- 2.6 Provision of such training as is required to implement 1.3 above

AM. 2nd December 2003

Appendix G: PMTCT

The opportunity was undertaken to explore as to how which of the required PMTCT supplies categories are currently supplied through the CMS/RMS distribution network.

Findings as follows :

Supply Category	CMS-Supplied Yes / No	Comments*
Medical Supplies	Yes	All supplies CMS-sourced.
Nutrients	Yes	All supplies CMS-sourced.
Facilities Infrastructure	No	Separate MoH or program supply source.
Essential Drugs	Yes	All supplies CMS-sourced. NVP prophylaxis/adult & pediatric tablets donated by Boehringer Ingelheim.
EPI	Yes	All supplies CMS-sourced.
Family Planning	Yes	All supplies CMS-sourced.
Medical Equipment	Yes/No	Some CMS-sourced, but also separate MoH or program sources.
Laboratory Supplies	No	Namibia Institute of Pathology-sourced
IEC Materials	No	Separate MoH distribution network
HIV Test Kits	No	Namibia Institute of Pathology-sourced

Appendix H: Impact Africa, Meeting Notes

Date: 1st December 2003

Venue: Sandton City Holiday Inn, Johannesburg.

Present:

John Lovell – Managing Director, Impact Africa
Mandy van der Walt – Impact Africa
Andy Marsden – MSH-Europe

Meeting Objective: Initial introductory meeting.

Specific Topics Reviewed Included:

CMS, current lack of support agreement. Support on time and materials basis, sometimes called in to assist in production of month-end reports, rather than to address system issues.

CMS, current lack of documented procedures

Hotline support agreement available, \$1200 per annum.

New office potential: Impact Africa prepared to consider opening Windhoek office if the volume of business justifies it.

Potential for new software, being WMS, XML, bespoke housekeeping module & workflow. Also, to the future (Q3, 2004) for inventory analysis via purchased bureau time, plus HR and vehicle scheduling.

Potential for deployment of dial-in facility & mirroring software (PC Anywhere).

New server, due to replace 6-year-old version at CMS during December 2003.

Next meeting; due 5th December 2003.

Appendix J: Proposed Job Description, Namibia CMS, Business Systems Manager

Purpose of Position

To lead and coordinate business systems development and related activities at CMS, Namibia.

Reports to: The Chief Pharmacist at Namibia CMS.

Activities

Resource Person. Provide source, lead and focal point for IT activities at CMS.

Training and Development Ensure provision of staff training and orientation towards IT systems within CMS (and partner working environments), at all organizational levels. This through training design and delivery and sourcing of relevant training services (internal and external)

Support. Provide first line support for all CMS systems users as relate to all software, hardware and communications issues.

Liaison. Lead and coordinate all dialogue with technical suppliers as relate to the provision and development of IT supplies and services.

Systems Administration. Ensure completion of all housekeeping and backup routines as are necessary to support and maintain the effective ongoing provision of CMS systems.

Process Mapping. Provide resource to CMS in leading the user development and documentation of process mapping for all the major CMS functions including procurement, accounting and warehouse management operations, incorporating best international practice.

Key Contacts

- CMS Chief Pharmacist
- CMS Procurement Pharmacist
- CMS Distribution Manager
- CMS Clerical Staff
- Regional Chief Pharmacist
- Ministry of Health Officials
- CMS Systems and Service Providers
- International TA providers

Training/Education

- Degree level, or equivalent.
- Minimum 10 years business experience, ideally encompassing exposure and senior-level responsibilities in a commercial environment.
- High degree of computer literacy and IT interest
- Prior expertise in public health, logistics operations, training and/or accounting preferred.

Additional Professional Skills Required

- Good leadership and team skills
- Good communication skills, oral and written
- Self-disciplined, self- starter
- Experienced project manager
- Tactful, but firm delivery
- Quick to secure and leverage personal credibility
- Cultural and gender sensitivity
- Experienced facilitator
- Results-oriented approach

Rational Pharmaceutical Management Plus
Namibia CMS SYSPRO Systems Audit

Namibia Hardware Audit: Instructions for Completion

A: Identify the specific warehouse and/or office within CMS where the PC is located.

B: Identify the application(s) and type of transactions administered. Eg “ Syspro”& “receipts” & “internet access” & “email”.

C: Identify the positions of all users of that terminal (eg Chief Clerk, Medical Supplies, and two controlled drugs Clerks).

D: Identify PC make and model

E: Identify if the system is linked to the network

F: Describe the make and model of printer (if there is one available)

G: Describe the work station environment eg “corner of communal office”

H: Any other relevant comment adding to the audit eg “very dusty environment”or “PC at risk of collision from passing pallet trucks” or performance-related problems.

AM 3rd December 2003