

**Headquarters:**

1919 St. Monica Blvd., Suite #300
Santa Monica, CA. 90404-1950
Phone: 310-826-7800
Fax: 310-442-6622

Baghdad office:

Al Wahda
Mahala 904 – Zokak 9 – Dar 5
Phone: + 88216-88842245

FINAL REPORT (PHASE 1)

Activity: Logistics Management / Inventory Control - MOH Kimadia
Phase 1: System overview

Purpose: Assess Kimadia commodity management systems
Identify problems and recommend activities to improve the system

Location: 'Kimadia' Central and Regional Warehouses

Period of activity: 16 June – 15 August 2003

Date of report: 3 September 2003

ASSESSMENT FINDINGS

Detailed information of the Kimadia assessment findings is noted in IMC Progress reports 1 and 2. The summary is, as follows:

- Throughout this reporting period IMC expatriate and local IT Specialists have worked closely with Kimadia data processing unit and WHO to analyze the status and deficiencies of stock management software used at Kimadia. The findings were obvious, neither of the two systems used was appropriately addressing the requirement of the distribution system. The 'old' WHO supported system seemed to have less weak points however and it was seen as better one for the immediate future with the recommendation to develop a new system for the long term.
- Aggressive delivery schedule to 'push' the supplies from central warehouses to the governorates in June was not followed by the adequate information of the items distributed or the stock available at Kimadia warehouses. IMC has organized a rapid sample inventory of Kimadia Warehouse 1 stock in order to provide a more accurate description of the Kimadia stock management. After USAID request, findings were presented and hard copies distributed at IMAC meeting and USAID Health Partners meetings to OCPA MOH, USAID, Abt Associates, WHO, UNICEF, ICRC and NGO representatives. The findings were also verbally reported to NCCI NGO forum.

- IMC has also reviewed Kimadia structure and some of the facilities in general and reported on potential problems.

FUTURE RECOMMENDATIONS

- Immediate review of workplan, definition of Abt Associates / IMC scope of work and, after negotiation and review from OCPA MOH and Kimadia management, USAID authorization to proceed with Phase 2 activities supporting Kimadia.
- Urgent provision of continuous and reliable communication system linking the MOH, central Kimadia warehouses and Governorate warehouses (under current environment V-Sat system may be appropriate).
- Adjustments to the existing M-Drug software system to provide more accurate reporting data as an interim measure. (**Important Note:** LTC C. Fisher has advised that any substantial effort to improve the existing system will not produce the required results. The effort should therefore be immediately focused on the development of a new system.)
- Design of an integrated commodity tracking system appropriate for the current requirements to manage the demand, procurement and the distribution of pharmaceuticals, medical supplies and equipment; and flexible to allow future upgrade and improvements.
- Provision of necessary hardware upgrades and recurrent costs for installment and maintenance of the new system.
- Training of Kimadia staff at central and Governorate level in system management and maintenance.
- Analysis and improvements to warehouse management procedures, physical inventory system design.
- Investments in structural repair, temperature control, transportation and cargo handling capacity.

CONSTRAINTS

IMC encountered these major constraints throughout the reporting period; at present time they remain unaddressed appropriately:

- IMC did not possess any written authorization to investigate Kimadia databases or procedures throughout the reporting period. All IMC activities at Kimadia to date were directly negotiated between IMC staff and MOH / Kimadia representatives on a case by case basis. This has seriously limited IMC ability to access all documentation at Kimadia in detail and the interaction relied fully on Kimadia staff willingness to participate.
- There is a lack of clear instructions to Kimadia and the health facilities about the distribution system and the stock management. Items obtained through donations continue to present serious difficulties for the unadjusted Kimadia database system. MOH should aim to release clear written instructions to provide general framework for Kimadia in the changed environment.

- As IMC work was inevitably exposing some of the deficiencies of systems at Kimadia, it was difficult at times to ensure that the partners in the process, mainly Kimadia and WHO, are fully motivated to support IMC in its work. IMC is happy to report however that the level of cooperation from the Kimadia management and employees in general was more than satisfactory, especially after management changes and direct OCPA MOH input to Kimadia in May.

For further information kindly contact:

Edgarh Cosic
Program Coordinator
International Medical Corps Baghdad
ecosic@imcworldwide.org
+1-914-360-9128