

Strengthening the Procurement and Supply Management (PSM) System in Liberia for Medical Products

Koh Margaret Korkpor

Interim Managing Director, NDS/CMS

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Presentation Outline

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Introduction

1. The NDS established in early 1990s as an NGO to support procurement, storage and distribution of public sector drugs and medical supplies
2. Post war challenges - management capacity and accountability - MOH took over in 2015 and initiated drastic measures to strengthen PSM system
 - **NDS dissolved as NGO with MOH taking over management in October 2015**
 - **IMT was established to take over technical and managerial leadership**
3. Embarked on the construction of a central warehouse to consolidate all products in one place - 27,000 sq. meters central warehouse in Caldwell.
4. The construction which commenced in 2016 was expected to be completed by December 2017;

Introduction

1. Transition plan to transform NDS into the CMS completed in May 2017.
2. The Plan has **eight objectives**; each objective has selected activities
3. Each objective also has 3 to 4 **indicators** to be used for measure progress over time. Certain strategic indicators will be used to develop **the core values** that will drive the CMS' approach to achievement of its mandate

Introduction

4. Transition plan sent to partners for input, before finalization and submission to the HSCC
5. Meanwhile, NDS continues with performance of core functions:
 - Procurement
 - Storage and Warehousing
 - Distribution
6. Implementation made possible through **TA of PSM/Chemonics** for day to day management with support from UN partners and donors

Transition Period - Institutional features

1. One **integrated government/ MOH** driven **supply chain system** as a transition to the Caldwell warehouse
2. **Unified distribution** of all health commodities
3. Improved **visibility** of health products
4. A **consolidated warehousing** system
5. **Sustainability** and country **ownership** at central and county levels
6. **Improved management capacity** of central and county health team
7. Improved quality assurance (**QA**) and quality control (**QC**) mechanism

Transition Period - Expected Output in capacity

1. **Efficient** and **effective management** system established
2. **Better monitoring** and control of health products
3. Improved **data collection and reporting system**
4. **Accurate forecasting and quantification**
5. Improved **inventory and storage** under required conditions
6. Increased **efficiency for distribution** of health commodities
7. Improved **accountability** at all levels
8. Strengthened **commodity security**

Major Actors – Transition Plan Implementation

1. **NDS/CMS**
2. SCMU
3. Pharmacy Division
4. **MOH Program Units**
5. Liberia Medicines and Health Products
Regulatory Authority (LMHRA)
6. **County Health Teams**
7. Health Facilities

Critical Areas for Improvement

1. Storage and Warehouse Management
2. Quality Assurance and Control
3. Integrated Distribution
4. Human Resource Development and Management
5. Warehouse Management Information System
6. Logistics Management Information System
7. Supervision , Monitoring and Evaluation
8. Legal Framework and Sustainable Financing
9. Financial Management : **accounting for use of resources, monitoring of budget and provision of supporting documents to enhance transparency,**

Progress on Transition Plan – Objective, Activities, Indicators

Objective #1: To **improve storage facilities** and management at the **central level** (CMS) and **county level** (drug depots & health facilities) for essential drugs, medical supplies and equipment

– **Activities: 17**

– **Indicators: 4**

Achievements – Objective #1

1. Central Level

- Preparation of Freeport transit WH, refurbishment, rental payment, insurance of building, pallet jacks, generators, air conditioning
- Moved contents of all but two WHs into the Freeport

2. County Level

- Depot Upgrade
- COP Upgrade

Achievements – Objective #1

County Level

Depot Upgrade:

- Procured 24K BTU air conditioners for Bomi, Gbarpolu and Gr. Bassa
- Procured Laptops for Bomi, Gbarpolu and Gr. Bassa

COP Upgrade: Procured 4 laptop computers and printers, 4 ACs and four Generators

Freeport Transit Warehouse



Progress on Transition Plan – Objective, Activities, Indicators

Objective#2. To establish and maintain quality assurance (QA) and quality control (QC) systems for health products and supplies at the CMS and within the distribution pathway.

– **Activities: 6**

– **Indicators: 4**

Achievements – Objective #2

1. Primary concern has been to maintain required cool temperature to avoid discoloration of powders, formation of sediments
2. Also monitored shelf-life through inventory management
3. Avoiding excessive heat - integrity of plastic materials e.g. gloves and capsules

When WMS is installed, we will scale up as appropriate

Progress on Transition Plan – Objective, Activities, Indicators

Objective #3. To ensure uninterrupted supply of quality essential medicines and supplies to the public network of health facilities within the 15 counties

- Activities: 8
- Indicators: 3

Achievements – Objective #3

1. Reception of medical products from partners – **GF, GOL, JSI, PF, UNICEF, UNFPA, USAID, WHO,**
2. Continue to receive pre-Alerts for incoming products (**UNFPA, USAID, GF, PF, GOL, etc**)
3. Completed three sets of Q distribution – **November 2016, June and October 2017** ; next distribution is planned for **February 2018**

Progress on Transition Plan – Objective, Activities, Indicators

Objective 4. To establish a Warehouse Management Information System at the central and county levels

Activities:23

Indicators:3

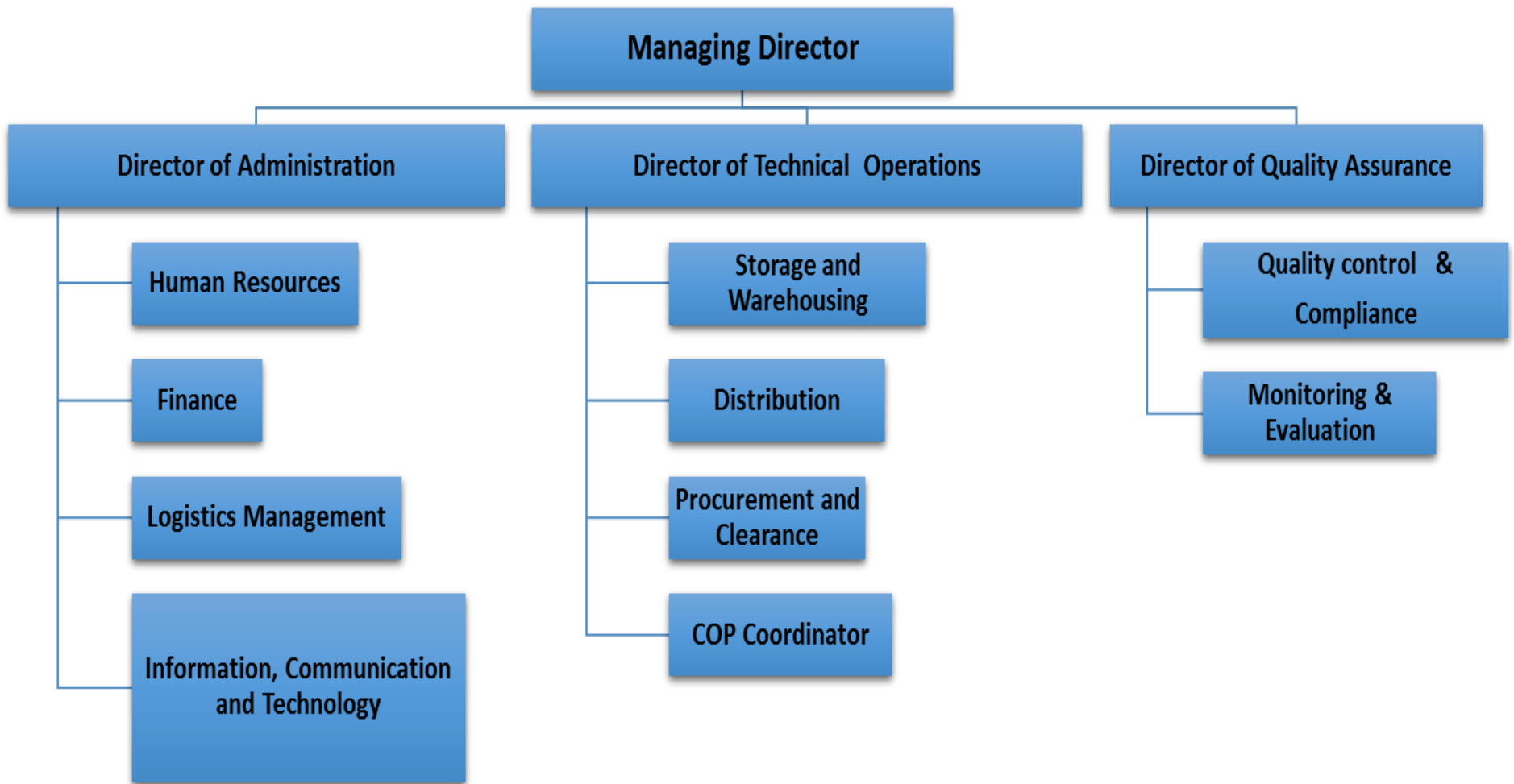
No major achievement yet ; hope to get support from PSM/Chemonics for establish system

Progress on Transition Plan – Objective, Activities, Indicators

Objective # 5. To build the **managerial** and **technical capacity** of the new management team of the CMS in order to adequately manage the supply chain for essential medicines and supplies for the Ministry of Health.

Activities: 6

Indicators:4



Achievements – Objective #5

1. Training in Warehouse Management for 4 staff in Kenya (*November 2016*)
2. Capacity building of 4 staff in Lagos: Administration, HR, Logistics and Internal Controls (*March*)
3. International Ship and Port Facility Security (ISPS) training of 10 staff to work at the Port (*April –June*)
4. Netsuite Training of one in South Africa , cascade training of 3 data processors in-country (*July*)

Achievements – Objective #5



5. PSM Training for two in Geneva; **planned** cascade trade in **inventory management** and **QA** for all warehouse staff (central and county) **(July)**
6. Supervision and Mentoring visit to county depots and HF in **(Sept 2017)**
7. Financial Management training of 2 staff **(Nov)**

Progress on Transition Plan – Objective, Activities, Indicators

Objective 6: To develop the **legal framework** and establish a **sustainable financing** mechanism for the CMS

Activities: 9

Indicators:8

- 1.** No major progress yet towards making the CMS an autonomous agency
- 2.** Revitalization of Community Outreach Pharmacy (COP) is for year 2 of the budget

Progress on Transition Plan – Objective, Activities, Indicators

Objective 7. To support partnership and coordination for supply chain at the central and county levels

Activities: 3

Indicators:3

Strictly SCMU; includes meeting of TWG and other related activities

Progress on Transition Plan – Objective, Activities, Indicators

Objective #8. To strengthen the M&E at the central and county levels

– **Indicators: 3**

– **Activities: 4**

1. No major achievement; have to develop approved set of indicators
2. PCU/GF has a spot check tool that we want to build upon

Challenges

1. Lack of access to LMIS data to inform actions taken for resupply of counties
2. Long approval process for resupply quantities - **CHTs – SCMU – Programs - NDS/CMS** - poses challenges to keeping to distribution schedule
3. Poor LMIS compliance at county and HF level
4. Limited/poor infrastructure and logistics for storage and warehousing at County and HF levels (space, shelf, ACs, computers, refrigerators)

Opportunities

1. Existence of structures and clearly defined roles of major value chain actors in the MOH PSM system
2. Availability of LMIS tools,
3. Political will of MOH and goodwill of partners
4. Human resource that can be trained

Focus for Immediate Future

1. Complete the consolidation of all commodities at the Transit warehouse
2. Relocate operational staff to Transit warehouse
3. Hold orientation meeting with CHTs and County Pharmacists on evolving PSM system at the NDS/CMS/MOH
4. Supply County Hospitals with medical products
5. Develop work plan for resource mobilization
6. Conclude plans for February Q distribution



Thanks to Our Partners

1. Global Fund
2. Pool Fund:
3. UNFPA:
4. UNICEF:
5. UNOPS
6. USAID – Chemonics, JSI, MCSP, FARA, PLM, PMI
7. WHO
8. Japanese Government
9. Abeer Pharmacy
10. Caterpillar Inc

**Thank you for your
Attention!!!**