14th TechNet meeting
“Developing leaders, managers and HR capacity for effective supply chain management – challenges and opportunities:” Lao PDR
Immunization Supply Chain Management

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Population- 6.8 million
Live birth- 195,248

Layers of supply chain:
• Central level -1 store
• Provincial level- 18 stores
• District level- 148 stores
• Health center level- 960 (768 stores)
Present Context

• Growing immunization services
• New vaccines/ more shipments
• New target groups
• New policy- to establish storage capacity in all health facilities
• Changing country illegibility for overseas development assistance (ODA) support
• New technology for supply chain management
• Equity focused planning and programming
Situation

- Shortage of HR in supply chain/ huge turnover of staff (retention)
- Workers are overworked, high work load, additional duties
- Limited training, inadequate,
- Less clear the roles and responsibilities- both dedicated logistics staff or health care staff responsible for supply chain
- Outdated/Non existence standard operating procedures
- Lack of performance support and motivation for logistics staff
- Competing priorities
- Lack of systemic approach to HR for supply chain management
- Poor management capacity- coordination different departments, procurement, warehousing, distribution, information system
**Initiatives taken by the Government**

- Established Medical product Service Center (MPSC)- under the Department of Food and Drug, Ministry of Health
  - created a separate center under the directorate of food and drug with designated supply chain staff to focus on overall policy development, implementation and monitoring of supply chain management.
  - Integrated supply chain policy- all commodities will be managed under this structure)
- Ministerial decree to make logistic system as one – window system
- Use of dedicated logistics staff at the central, provincial and district level
- Formation of procurement and supply technical working group- have formal mechanism for communicating and strategizing together
- Training, capacity building of health staff on supply chain management at all level
- Supply chain management is integrated in the pharmacist training curriculum
### HR Capacity for effective supply chain management- analysis and priority actions taken

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<tr>
<th>HR</th>
<th>Issues</th>
<th>Action taken</th>
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<tbody>
<tr>
<td>Leaders (able to recognize and response)</td>
<td>Sustainable financing, planning and monitoring</td>
<td>Medium term expenditure framework, allocation of funds, targeted advocacy, forecasting  &lt;br&gt; Workplan with budget, procurement</td>
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<td>Managers (able to act on)</td>
<td>Information, communication, training, supervision</td>
<td>Customs clarence, warehousing, inventory management, maintenance of equipment  &lt;br&gt; Distribution to the provinces, districts, health centers  &lt;br&gt; Record keeping, reporting, 30 DTRs, Develop skills for SCM  &lt;br&gt; Micro-planning, LMIS, CCIS</td>
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<td>Health workers (Manage and use)</td>
<td>Training, new vaccines</td>
<td>Training on logistics tasks- indenting, receiving, inventories, cold chain maintenance, physical counting, recording,</td>
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No Stock out of vaccines and child survival commodities

Percentage of facilities-reporting availability of vaccines and Child survival commodities in the previous 6 months from the survey date.

Survey conducted by external in 2010,13 and internal in 2014

Despite all those initiatives and support from the partners

– Continued Programme specific supply chain management
– Some places services are not available due to unavailability of vaccines and commodities
– stock out of supplies
– Overstock in some places
– Expires of commodities in the store
Opportunities improving supply chain management

**Challenges**

- Inheritance, systemic issues
- Limited human resources
- Less clear roles and responsibilities
- Lack of performance support and motivation for logistics task
- Limited funding
- Harmonization of partners support

**Opportunities**

- Increased recognition for the need for workforce planning in supply chain, Established MPSC under FDD, Logistics management training included in the pre-service training for pharmacy students
- Dedicated logistics personnel at the central, province and district level, policy for retention
- Updating job description - including supply chain management
- Conducted training to staff, technical working group for Supplies, supportive supervision
- Integrate HR SCM in the new cMYP 2016-2020, integrated HR SCM capacity in the EVM improvement plan, 8th HSDP.
- Willingness of support from many partners (partners involvement - technical and financial) - LMIS, DHIS2, mSupply, eHealth strategy, Nationwide expansion of the web based cold chain inventory and stock management)
A systemic approach to HR management is needed for effective SCM that includes:

- political commitment
- strong policies, (and implementation)
- clear procedures,
- clear roles and responsibilities,
- mobilizing resources,
- competent well-trained personnel,
- Strong management information system,
Thank You for your attention