

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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AUGUST 2003

Layers of supply chain:

- Central level -1 store
- Provincial level- 18 stores
- District level- 148 stores
- Health center level- 960 (768 stores)

Population- 6.8 million

Live birth- 195,248

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- Outdated/Non existence standard operating procedures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

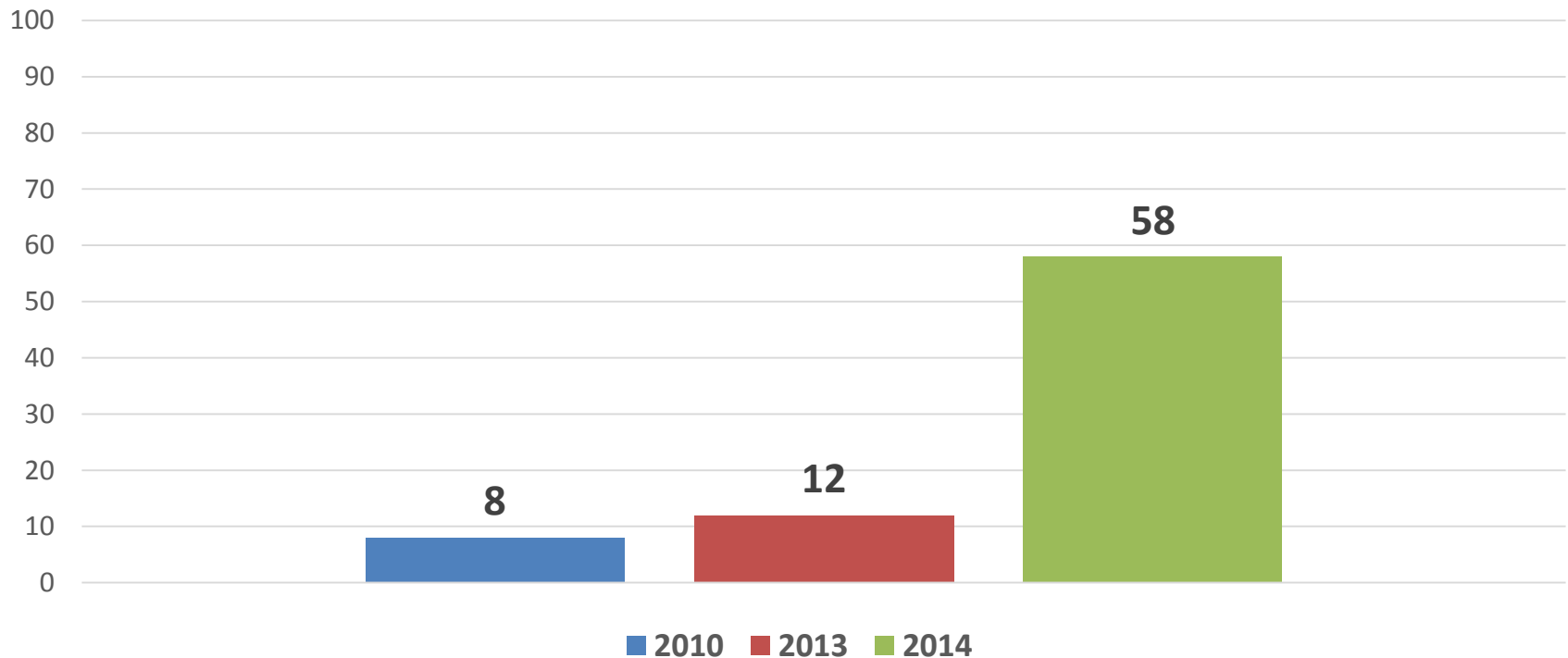
- Established Medical product Service Center (MPSC)- under the Department of Food and Drug, Ministry of Health
 - created a separate center under the directorate of food and drug with designated supply chain staff to focus on overall policy development, implementation and monitoring of supply chain management. 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

HR	Issues	Action taken
Leaders (able to recognize and response)	Sustainable financing, planning and monitoring	Medium term expenditure framework, allocation of funds, targeted advocacy, forecasting Workplan with budget, procurement
Managers (able to act on)	Information, communication, training, supervision	Customs clearance, warehousing, inventory management, maintenance of equipment Distribution to the provinces, districts, health centers Record keeping , reporting 30 DTRs, Develop skills for SCM Micro-planning, LMIS, CCIS
Health workers (Manage and use)	Training, new vaccines	Training on logistics tasks- indenting, receiving, inventories, cold chain maintenance, physical counting, recording,

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

Ref: commodities survey report, MoH 2010,2013,2014

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, Nation wide expansion of the web based cold chain inventory and stock management)

Key message

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