

Consumption data validation – a major step towards attaining accurate quantification results

Inside this Issue

- ☞ Health Care Workers from newly accredited care and treatment sites trained on the ARV and OI Logistics System.
- ☞ SCMS Annual Field Office Conference held in Washington DC
- ☞ Best practices in replacing MSD's ERP
- ☞ NEW: Local Procurement of Drugs for Opportunistic Infections commenced

For the success of any data driven activity, availability of high quality data for decision making is top priority. SCMS continuously makes efforts to improve the quality of data being collected and used at the central level for decision making specifically on quantities to be ordered and when those orders should be placed.

When the National AIDS Control Program (NACP) was launched, decisions on quantities to order was based on data issued to the facility and not data on actually prescribed ARVs to patients. Data reflecting quantities issued to the facilities is misleading since losses, expiries, remaining stocks amongst

others are untracked. Ideally, data reflecting drugs actually dispensed to the patients is deemed to be more reflecting of consumption trends.

As the program expanded, the logistics system for managing ARV drugs and HIV test kits was re-designed. As an approach of initiating community based support, SCMS deployed Supply Chain Monitoring Advisors (SCMAs) to be housed in all MSD zonal stores to amongst other activities routinely collect and enter consumption data– crucial in conducting quantification – into the SCMS developed Service Delivery

Point (SDP) database.

Recently, SCMS launched an activity to validate the consumption data reported by health care facilities and analysing data for period May to October 2010. This was conducted to ensure more accurate data is available for quantification planned to be conducted in April 2011.

This activity-commenced November 2010 with the support of national and international counterparts-enabled SCMS to visit a total of 817 care and treatment sites countrywide to collect consumption data.



Form A1: Daily dispensing register for ARV drugs was used in collecting consumption data for a period of six months to establish a trend.

A note from the Country Director



*Deogratus Kimera,
Country Director,
SCMS - Tanzania*

Dear Colleagues,

As friends and family gathered together during the holiday season to celebrate end of 2010, SCMS was busy reorganizing the project management structure to strengthen systems and human resource capacity to be able to address emerging challenges of a mature program. The focus was put on building on successes gained in 2010 to guide expansion of supply chain support beyond HIV/AIDS related commodities. New Country Director, new Deputy Country Director Positions and many more new faces are together joining a highly motivated SCMS team already on ground to work towards achieving supply chain goals and objectives articulated in the 2011 plan and the four year (2010-2013) performance management plan. Key targets for SCMS in 2011 and beyond include plans geared towards addressing the Global Health Initiative (GHI) goals of promoting sustainability and country ownership.

To this end, allow me use this opportunity to thank the Ministry of Health and Social Welfare (MOHSW) for the excellent collaboration and guidance offered to SCMS on all matters related to the national health commodity supply chain management systems. This great collaboration that enables us to routinely work with the National AIDS Control Program (NACP), the Medical Stores Department (MSD) and other MOHSW entities provides an enabling environment for working towards ensuring sustainability of SCMS initiatives.

This year, PEPFAR through USAID –Tanzania has mandated and allocated resources to SCMS to strengthen supply chain systems that benefit commodity management beyond HIV/AIDS related products. Through such funding SCMS is providing more support to MSD for warehousing infrastructure improvement and implementation of a new Enterprise Resource Planning (ERP) with associated process improvements and staff training. The expanded SCMS mandate is also benefiting the Laboratory Commodity Management Information System. This support for implementing the newly designed Lab Logistics Management Information System (LMIS) starting with a pilot phase will also include lab specific human resource capacity being strengthened to address noted stock out situations for some vital and essential laboratory reagent and supplies.

Activities planned for 2011 also present an opportunity for promoting further collaboration with other PEPFAR Implementing Partners as we roll out the Supply Chain Mentoring Program to benefit staff at health facility level involved in commodity management. Positive results from the pilot phase that occurred in October 2009 justify expedited rollout, a process that will require team effort with IPs and the Districts with technical guidance from our tested Supply Chain Monitoring Advisors (SCMAs). For the SCMAs, it is a year of transferring skills gained since inception of the Supply Chain Monitoring Program to staff at health facilities at all levels.

It is therefore with much pleasure to present to you this news highlight that summarizes on-going supply chain management activities being implemented in collaboration with MOHSW and other partners.

We hope that you enjoy yet another edition of SCMS Highlights!

Sincerely,

Deogratus Kimera,

Country Director,
SCMS - Tanzania

Health care workers from newly accredited care and treatment sites trained on the ARV Logistics system

The Ministry of Health and Social Welfare's National AIDS Control Program (NACP) has recently accredited approximately 374 more ART care and treatment sites nationwide, bringing the total to over 900 care and treatment sites. These initiatives are targeted at increasing the overall number of patients enrolled, with the goal of ultimately reaching all patients living with HIV/AIDS in Tanzania. To support those efforts, SCMS organized training sessions on the ARV and OI Logistics System for health care workers (HCWs) managing HIV/AIDS commodities at the newly accredited sites.

This training is being used to build capacity of health workers managing HIV/AIDS commodities and support the usage of high quality data for decision making at the central level, and ultimately ensuring uninterrupted service and timely availability of commodities for patients receiving antiretroviral



SCMS-trained facilitator leads a session as part of the logistics training organized in many venues throughout Tanzania.

therapy.

To implement the training program, SCMS held Training of Trainers (TOT) sessions attended by various stakeholders from the Government of Tanzania and PEPFAR implementing partner organizations to prepare for the training to HCW. The TOT addressed a number of topics

including the changes adopted from the logistics system review conducted in March 2010.

SCMS's Supply Chain Monitoring Advisors (SCMAs) support HIV/AIDS Commodity Managers using the On the Job Training (OJT) program which provides continuous skills enhancement to HCWs.

SCMS supports the GOT in move towards addressing new WHO ART guidelines

WHO published a revised ART treatment guideline in response to the emergence of new evidence on when to initiate, how to manage co-infection with TB and chronic viral hepatitis, and how to manage ART failure. This was in line with phasing out the use of toxic drugs and opting for less toxic ones. An implementation plan to adopt the new WHO guidelines is especially critical for resource limited settings such as Tanzania, this is necessary since critical issues such as strengths

and weaknesses of systems in place, availability of funds and skilled personnel have to be addressed prior to adoption of new guidelines so that ultimately, the effectiveness of the NACP will systematically rise.

To adopt these new guidelines, Tanzania developed an implementation plan to phase out the use of some treatment drugs including Stavudine. In October 2010, MOHSW invited SCMS along with stakeholders involved in HIV/AIDS programs

to discuss the implementation plan. SCMS played a crucial role in providing a cost analysis of the newly proposed regimens which were used in developing a policy guideline for MOHSW senior officials to review.

SCMS has continuously played a critical role in conducting quantification for commodities used in HIV/AIDS programs, and has gained support from various stakeholders involved including the Government of Tanzania.

SCMS's Annual Field Office Conference brings colleagues together in Washington, DC

More than 30 field office staff joined colleagues from USAID and the SCMS project management office at the Third Annual Field Office Conference. Topics discussed ranged from how to hone our strategy in the future years to contribute to PEPFAR II's goal of supporting four million people on treatment to reflecting on the commitment to country ownership and sustainability by PEPFAR and the Global Health Initiative.

The conference was a welcome opportunity for the SCMS team in Tanzania to share our innovative concepts that are tried and tested in Tanzania with colleagues from around the world, and can hopefully

yield good results for them when customized and adopted in their respective countries. Such innovations include the mentoring program which was piloted in three regions of Tanzania and are currently underway for a nationwide roll-out. We also discussed about current initiatives to improve the quality assurance capacity of local suppliers to meet SCMS standards through a collaborative arrangement with Muhimbili University of Health and Allied Sciences (MUHAS).

Featured in the conference were two keynote addresses focused on economic growth in Africa. Other discussions at the conference examined ways that SCMS can leverage the private sector to help build sustainable supply chain solutions.

Annual national audit of ARVs highlights areas of improvement

This past October, the Global Fund organized audit activities for ARV drugs in Tanzania. The Global fund conducts audits in the countries in which it has grant programs to determine whether those grants are operating effectively to achieve the anticipated results. To assist in the audits, SCMS and other PEPFAR Implementing Partner organizations visited a select number of facilities to review the monthly reports and requisition forms, dispensing registers and stores ledgers to determine if these key documents were accurately and routinely updated to support commodity management at the facilities. This activity highlighted areas of improvement in the ARV drug supply chain and presented findings to strengthen the supply chain of ARVs.

“ The Global fund conducts audits in the countries in which it has grant programs to determine whether those grants are operating effectively to achieve the anticipated results. ”

New: Local procurement of OI's successfully completed

By identifying and assessing capabilities of local vendors, vendors who qualify have been shortlisted to supply some OI's to SCMS for PEPFAR Implementing Partners through application of internationally acceptable Global Manufacturing Practices. Due to rise in consumption of Cotrimoxazole Tabs, a potential stock out of the drug was looming. To avert this, SCMS

identified a local vendor for this procurement. Prior to acceptance and delivery of this consignment, SCMS through MUHAS conducted quality testing. The consignment will be delivered in three shipments. These collaborative initiatives help reduce the lead time in procuring commodities and also improve capacities of local manufacturers.

Collaboration

Supported the MOHSW in collecting data on number of patients currently enrolled on ART

The Ministry of Health under the leadership of NACP organized teams comprising members from various implementing partner organizations and national counterparts to visit facilities countrywide to conduct a physical count of patients currently using ARV drugs. Data collected from this activity on actual



number of patients on ART treatment compared to the data pertaining to cumulative numbers of patients used in the past, will be made available to stakeholders, hence improve the accuracy of commodities forecasts and program planning in general.

This essential data was critical in establishing the funding needs and funding gaps for continued support of the program in making available commodities to patients living with HIV/AIDS.

Collaborated with MSH in piloting the training on rational use of medicines (RUM)

MSH and SCMS collaborated on coordinating a pilot Rational Use of Medicine (RUM) and logistics training. Through this joint activity, SCMS was able to accomplish multiple goals which include providing feedback on improving the training sessions, and overall management and organization of the training manuals, and the quality of training overall.

Beyond HIV/AIDS: Supply chains easily integrate across the health sector

A key goal of the Obama administration's Global Health Initiative is to "increase impact and efficiency through strategic coordination and integration." SCMS's efforts to strengthen supply chain management for HIV/AIDS almost always benefit public health in general. Most warehousing and distribution systems serve all areas of public health, and supply chain management skills are easily transferable. Below are several examples from the past year:

- In Ethiopia, SCMS and the Pharmaceutical Fund and Supply Agency (PFSA)

partnered to integrate for the first time the forecasting of ARV, TB and malaria drugs. Some 100 pharmacy, laboratory, logistics and health professionals from Federal Ministry of Health, regional health bureaus, health facilities, USAID

“ From Africa to the Caribbean to Asia, the US and Europe, SCMS teams and our partners are quietly creating a revolution in the way that public health commodities are delivered ”

and other stakeholders worked together to forecast the total amount of health commodities that the nation requires in the fight against HIV/AIDS, TB and malaria.

- In Guyana, SCMS has led an initiative that will have impact beyond HIV/AIDS. Working with 20 facilities in 6 regions selected by the Statistics Department

of the Ministry of Health, our team coordinated development of the first national standard treatment guidelines (STGs). These are the first STGs in Guyana that include diseases beyond HIV, TB and malaria. They will greatly simplify the governments procurement and distribution.

- At the request of Namibia's Ministry of Health and Social Services (MOHSS), SCMS proposed a strategy for applying ARV management processes to all essential medicines. ARV stockouts over the past several years have been extremely low, and MoHSS is working to apply lessons learned to management of all essential medicines.

Cont on Pg 6

Staff Profile: Profile

Phirimini Lesafi – Supply Chain Monitoring Advisor, Mtwara zone



to avoid service interruptions. This valiant efforts help prevent HIV/AIDS related products accumulation and therefore wastages. Phirimini routinely conducts on-the-job-training and mentoring to health workers in facilities providing ART services. He also supports MSD and service delivery

system in Tanzania which he has gained over the past years. “Working in the field gives me a greater opportunity of closely learning and experiencing firsthand the challenges facing the logistics system in Tanzania, in part a result of the poor infrastructure and limited number of skilled health workers”.

Phirimini is happily married to Mary Francisca – a social worker – he proudly says, “Mary supports me and is the backbone of my success”.

Phirimini enjoys the work environment at SCMS, specifically the support, appreciation and mutual respect of the SCMS family which is what keeps him motivated and gives him the uttermost job satisfaction.

Phirimini has been working as a SCMA in Mtwara Zone for the past two years and oversees 13 districts in Mtwara, Lindi and Ruvuma. He tirelessly spends his days identifying potential break downs in the logistic system, and taking corrective and remedial actions

points in distributing and redistributing commodities to ensure stocks maintained in the facilities are balanced.

Phirimini openly expresses his love for field work especially in the remotest of locations and tells of his increased comprehension of the logistics

Beyond HIV/AIDS: Supply chains easily integrate across the health sector

Cont from Pg 5

- In July, the Vietnam Administration for AIDS Control (VAAC) announced plans to merge the multiple ARV drug distribution systems into a single national distribution system that will be modeled after the PEPFAR drug distribution system. This action resulted from SCMSs assessment and recommendations, which the World Health Organization endorsed.

From Africa to the Caribbean to

Asia, the US and Europe, SCMS teams and our partners are quietly creating a revolution in the way that public health commodities are delivered. Their work to strengthen supply chains has made stockouts of life-saving medicines a memory for many. Availability of ARVs, test kits and laboratory commodities is taken for granted in places where, not too long ago, the opposite was true.

As we begin another year, however, millions of people who need HIV/AIDS treatment still

lack access. Their ability to get life-saving services will rely a great deal on national supply chain professionals to deliver on the promise of even more public health commodities. Often unseen by the doctors, nurses and patients who rely on them, these unsung heroes work behind the scenes to save lives through stronger supply chains. Once again, we salute them.

From SCMS Supply Lines, the Global SCMS's HIV/AIDS e-newsletter

Best Practices in Launching an Enterprise Resource Planning (ERP) System

SCMS has taken a comprehensive approach to launching an ERP system which is expected to greatly improve MSD inventory and distribution management operations, and the quality of service to its customers. This approach incorporates both management and warehousing best practices to ensure staff is fully prepared to operate the system and analyze the current environment to determine how best practices can be applied.

SCMS conducted a lean and six sigma workshop for the MSD staff and executive management team to maximize the integration and usage of the new ERP. The Lean and Six Sigma concept strives to eliminate defects to an extent of reducing the failure risk to a mere 3.4 parts per million for every transaction service or product. The expected outcome of applying the Six Sigma principles is the ability to unleash the full potential of the new system and the staff operating ERP, as well as to familiarize MSD personnel on modern management techniques.

To bolster these efforts, SCMS briefed the MSD executive management team and board of trustees on the applicability of the new ERP. Key areas

covered during the presentation included the licensing mode of the modules, their functionality and links to each other as well as explained how support and maintenance arrangements have been coordinated. The board was very impressed with the presentation and has assured SCMS their complete support for the project.

SCMS is spearheading efforts to



The teams had an opportunity to test the system and visualize how each component works

apply cutting-edge warehousing practices to further enhance the existing warehouse system. SCMS conducted a training to MSD staff on best practices of warehouse business process mapping.

Information gathered from this training was used by MSD staff in identifying warehouse operational challenges and opportunities thus conducting warehouse standardization to

guide ERP implementation activities. SCMS in collaboration with MSD conducted warehouse mapping for MSD central and zonal warehouses on labeling the warehouses in a way that issuing drugs on a first expiry first out principle will be facilitated and overall good warehouse management principles instilled. It is a requirement of any warehouse best practice management system (WBS) that all warehouses be standardized to similar operating mechanisms which includes creating parallel pallet positioning and product block stacking in all zones. Creating more pallet positions increased storage space. An ICT assessment helped identify areas of improvement and provide recommendations including the need for modernization of the ICT equipment such as computers and improved internet connectivity.

In December 2010, staff from SCMS participated with ten MSD staff in a tailored software training orientation on the new system. This training also included site visits to observe how a similar ERP system was currently being implemented. The first phase of the ERP implementation project at MSD will begin January 2011 and comprise analysis of gaps between current MSD processes and the recommended processes, finalization and approval of the new processes as well as the creation of the corresponding SOPs.

Events in Photos

In December 2010, SCMS delivered two prefabricated clinics for PASADA—a PEPFAR implementing partner—these are the first two of eight planned pre-fabricated clinics. The goal of these units is to increase the patient treatment and product storage capacity of the national HIV/

AIDS treatment program. SCMS handed over clinic operations to USAID which was then transitioned to PASADA. As a result of SCMS's renowned quality of work, more and more partners are now procuring pharmaceuticals through SCMS.



(Photo: From the left, PASADA, SCMS and USAID staff after the official handing over of the building; one of SCMS's procurement specialists, the building from a distance; Roselyn Mlay made sure the building was intact and in good quality before handing it over to USAID.)

👉 Upcoming events in 2011

Training of health workers in Zanzibar

As part of the ARV logistics system roll out strategy to facilities in Zanzibar, SCMS is

collaborating with the Zanzibar Ministry of Health as well as respective Implementing Partners in Zanzibar to facilitate the transition of both Central

Medical Stores and facilities in Unguja and Pemba from the antiquated logistics system to a suitably redesigned system that meets the needs of Zanzibar.

Pilot of the designed laboratory logistics system

SCMS is collaborating with the MOHSW in finalizing the design of

the Lab Logistics Management Information System (LMIS) tools to be used in the implementation

of the laboratory logistics system. Pilot of the new system is expected to begin in May 2011.

About SCMS

Since 2006, SCMS has supported Tanzania's antiretroviral treatment program by improving the existing supply chain and procuring a selected line of high quality antiretroviral (ARVs) and HIV test kits. Funded by USAID through

the United States President's Emergency Plan for AIDS Relief (PEPFAR), SCMS brings together 13 private sector, nongovernmental and faith-based organizations that are among the most trusted names in supply chain management and international public health and development. SCMS assists in efforts directed at reducing spread of HIV/

AIDS by providing quality medicines for people living with and affected by HIV/AIDS and providing technical support to the existing supply chains. The SCMS Project works in Botswana, Côte d'Ivoire, Ethiopia, Guyana, Haiti, Kenya, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Vietnam, Zambia, and Zimbabwe.

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