



Strengthening Human Resources for Supply Chain Management in the immunization supply chain in Nigeria through stakeholder engagement

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Outline

- 1 Background
- 2 Operational structure for Supply Chain Management
- 3 Stakeholders in Supply Chain
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- 5 Key successes and and opportunities
- 6 Conclusion



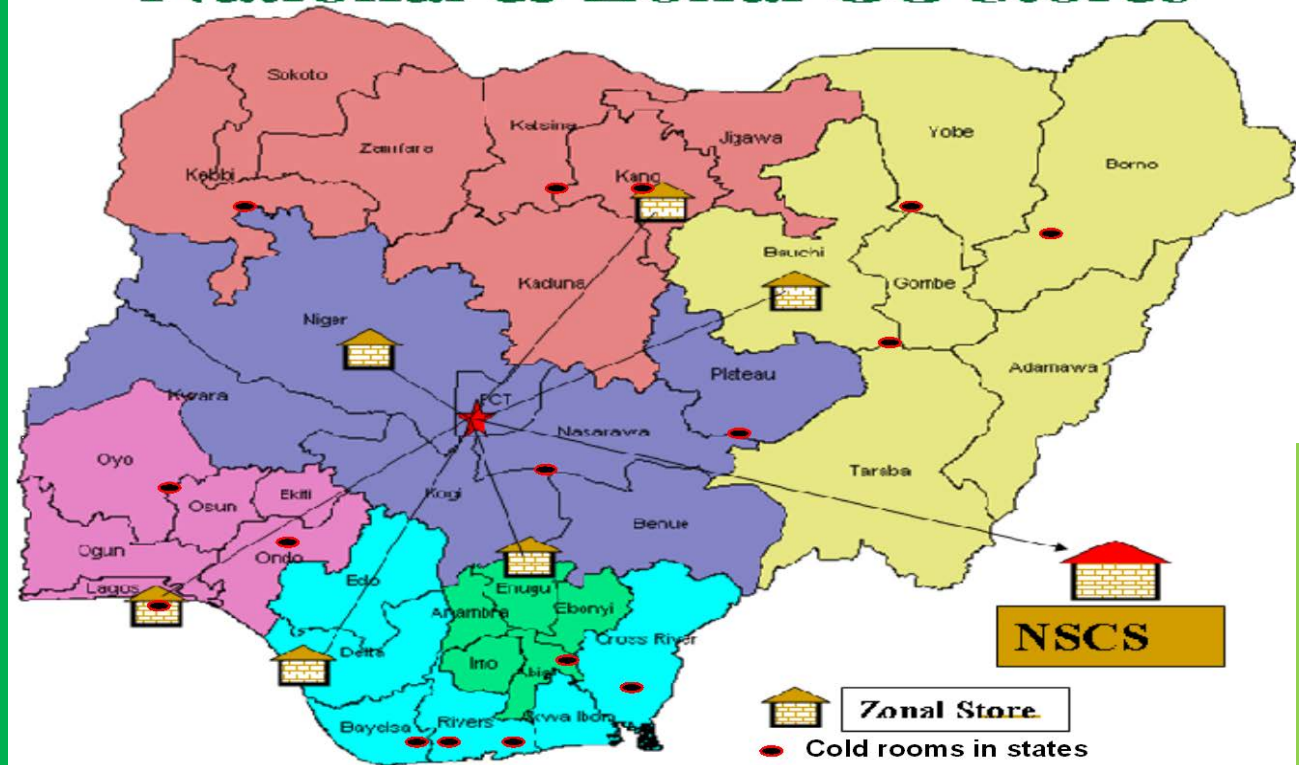
Background:

Nigeria, 174 million+ people, 250 languages, many cultures

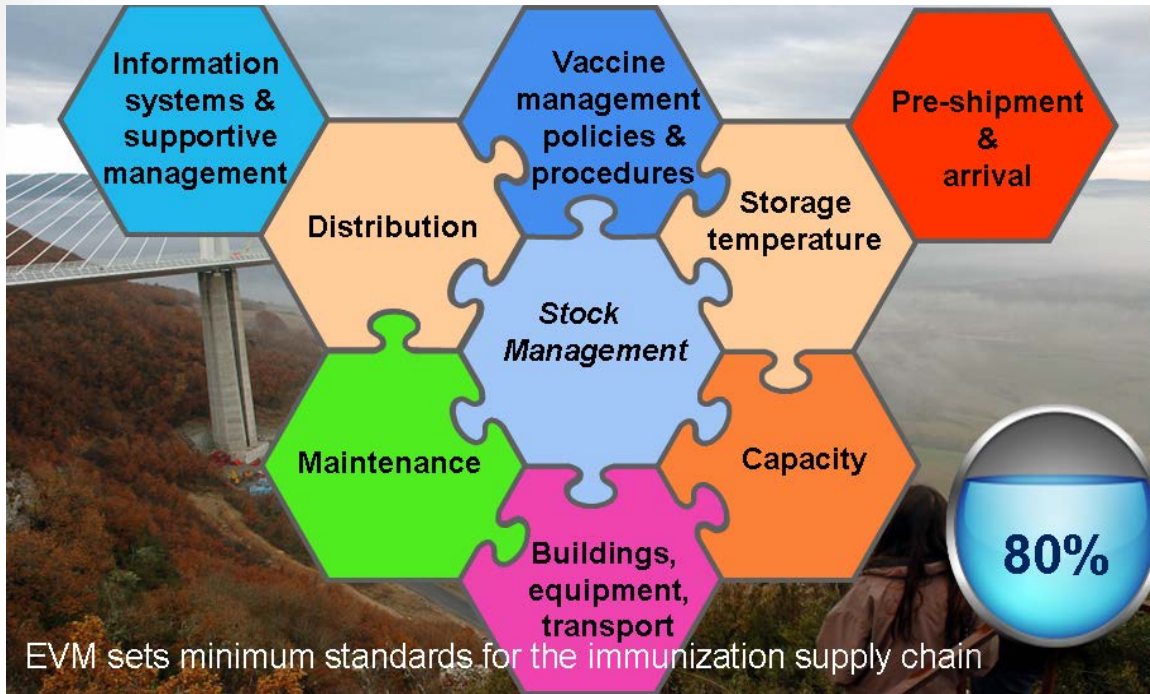
- **Governance**
- Federal system, 6 geopolitical zones, 36 states, plus the Federal Capital Territory, 774 Local Government Areas
- **Demography and Health Indices**
- Large under five population, Large National birth cohort: 7.207,183 ; birth registration 30%; under-five mortality rate 157, infant mortality rate 75; 25, 413 HFs offering routine immunization
- **Cold chain capacities in 000s Litres**
- **National 210**
- **States 321**
- **LGAs 97**
- **HFs 68**



National & Zonal CC Stores



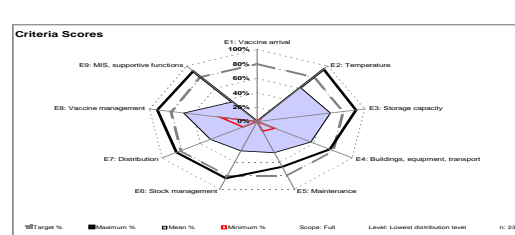
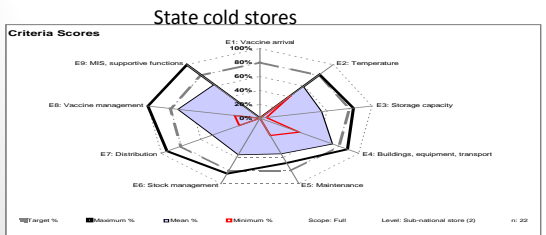
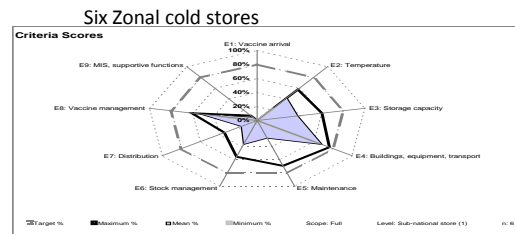
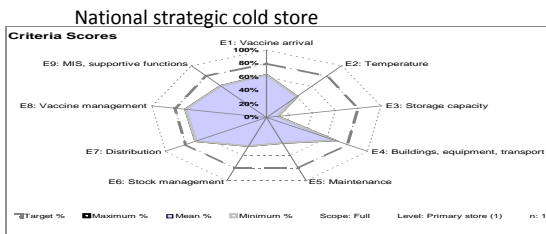
2010 EVM spurred a transformation journey for a minimum standard for immunization Supply Chain, reinforced by a National Routine Immunization Strategic plan 2013-2015



Federal Republic of Nigeria
Federal Ministry of Health
National Primary Health Care Development Agency

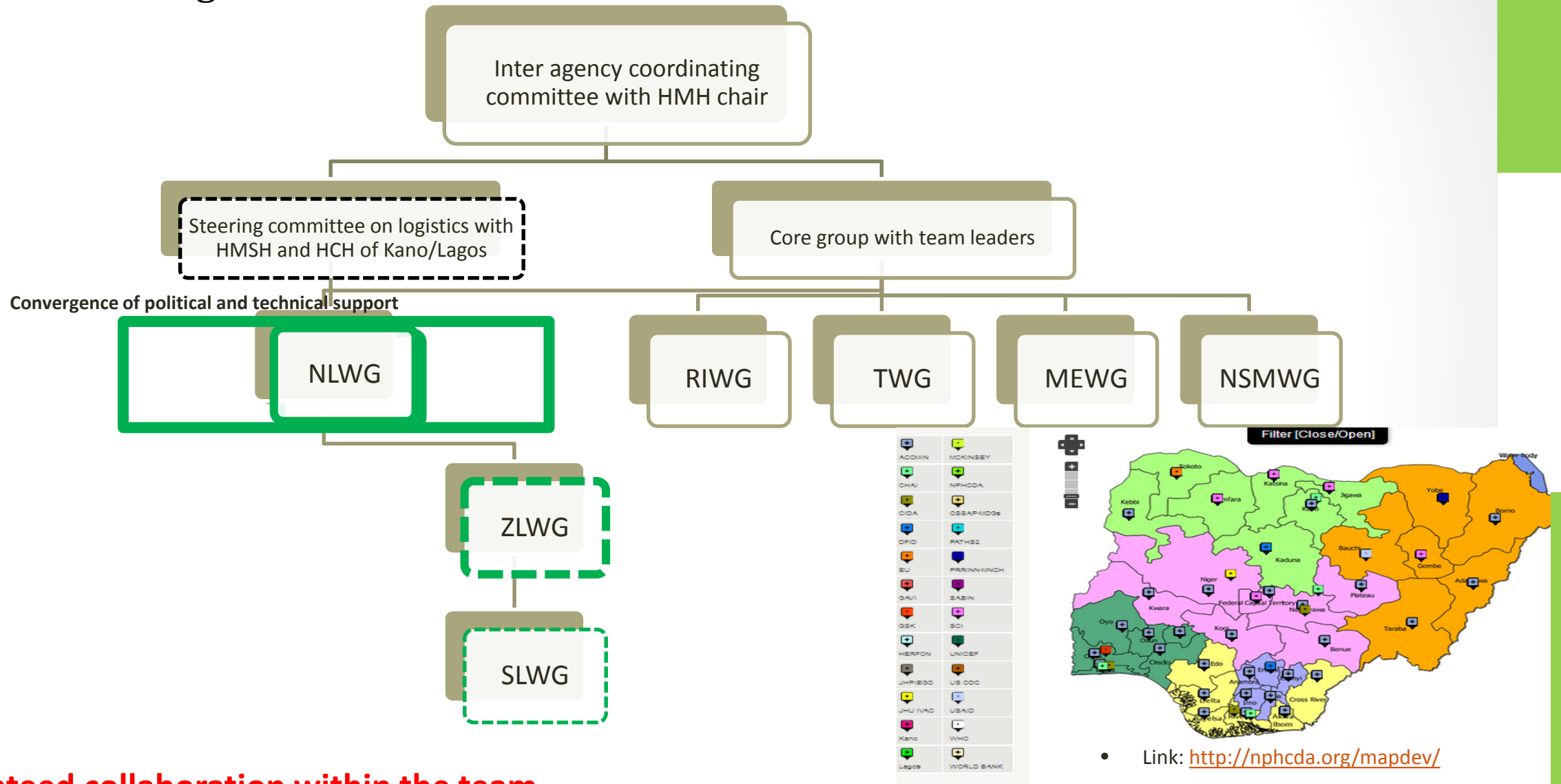
National Routine Immunization Strategic Plan
2013-2015

Intensifying Reaching Every Ward through Accountability



NRISP goal is to guarantee 100% bundled products and attain 80% EVM standards for the immunization supply chain

NPHCDA management created and implemented an all inclusive operational structure in which logistics became a standing agenda item on every ICC meeting in-addition to the monthly steering committee meetings



Guaranteed collaboration within the team

Strengthening Human Resources for SCM is a key strategy for the transformation journey

A good supply chain system requires adequate & quality human resources (Supply chain Manager's) to be able to

- Apply the needed tools and process to ensure deliveries are made in Right quality, quantity, time, cost and place.
- Continuously measure the supply chain system –self evaluation
- Develop and implement improvement plans (including innovations such as dashboard and system re-designs)

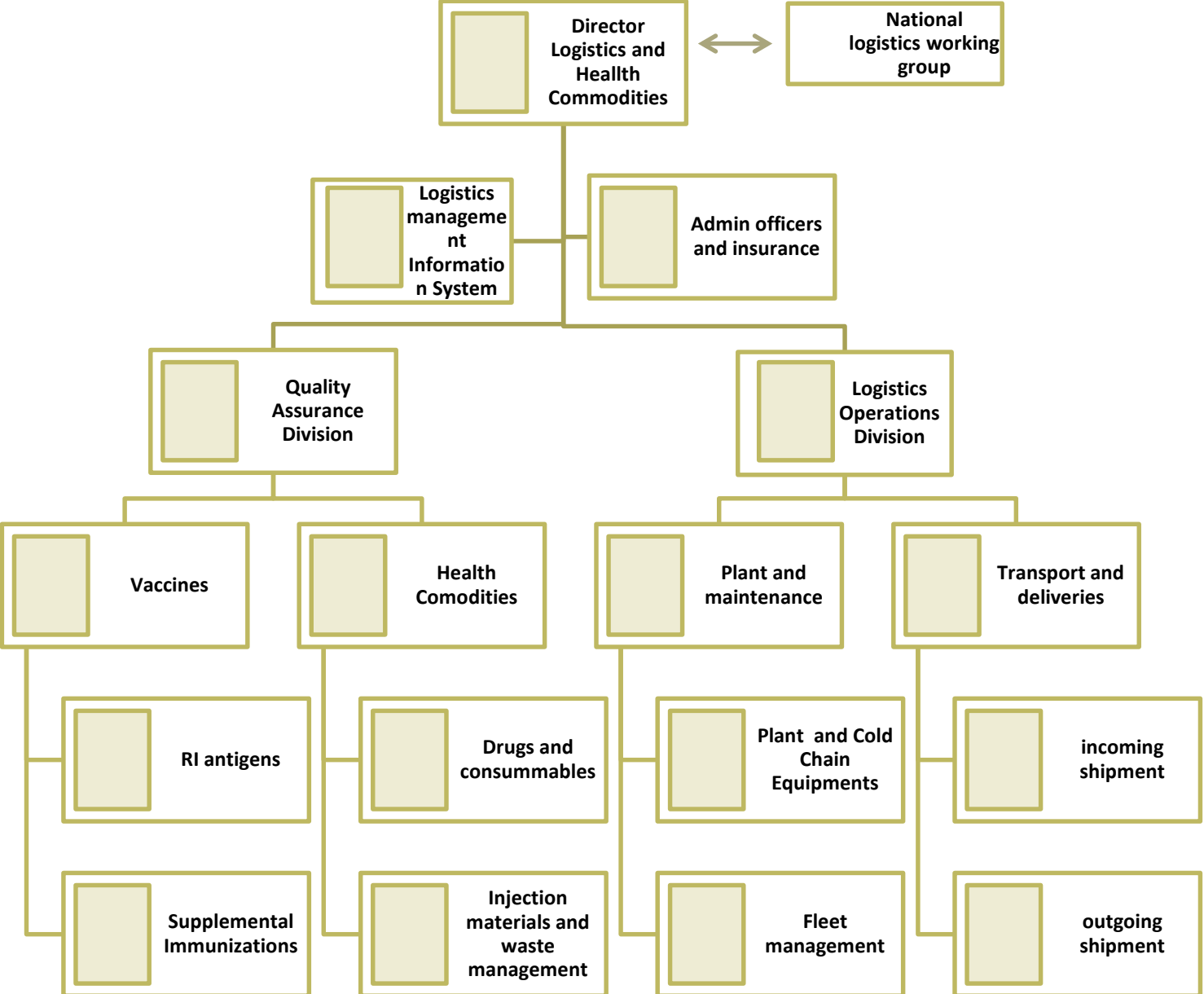
To achieve this it is critical to ensure that

- Right mix of HR are employed, trained and motivated
- The System is continuously measured, improvement plan developed and implemented –(EVMA)
- Required resources (funds, tools, etc) are mobilized to effect the required change.
- The right change management is introduced

Key strategies for strengthening HR for SCM

- **Implement accountability framework** and monitor
- Engage stakeholders who have **strong competence in supply chain management** and human resources management
- **Enhance policies and plans** for human resources capacity development
- **Develop managerial competences** through initiatives that help build a strong workforce, through well guided recruitment process, capacity building, and professionalization
- **Performance management and evaluation** methods to identify and improve workforce capacity, retention, mentoring and coaching and job rotation
- **Professionalisation of Supply Chain Management function** by collaborating with institutions and create mechanism and system for learning and sharing information

New department of Logistics and Health Commodities established to provide the needed Coordination and Leadership



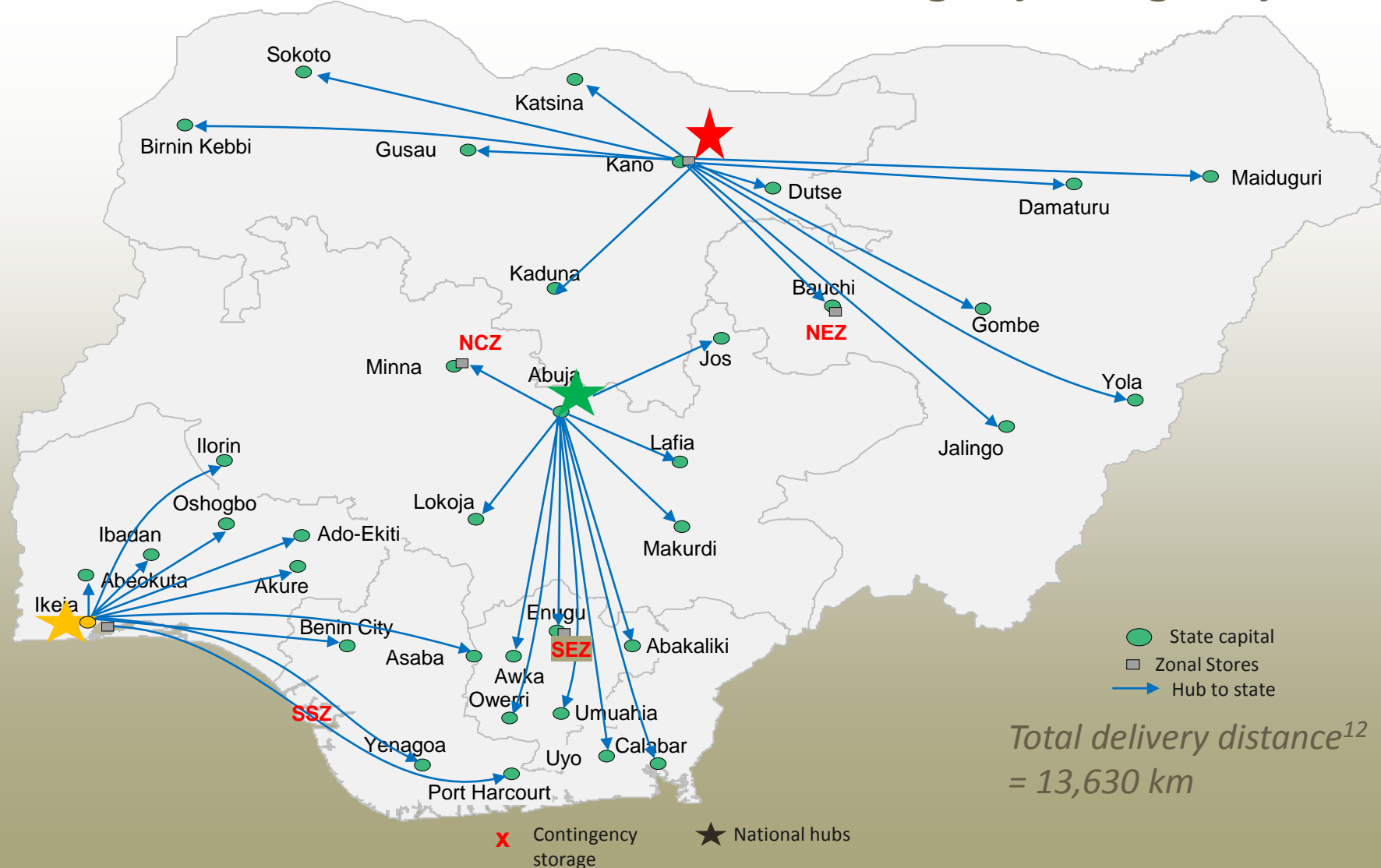
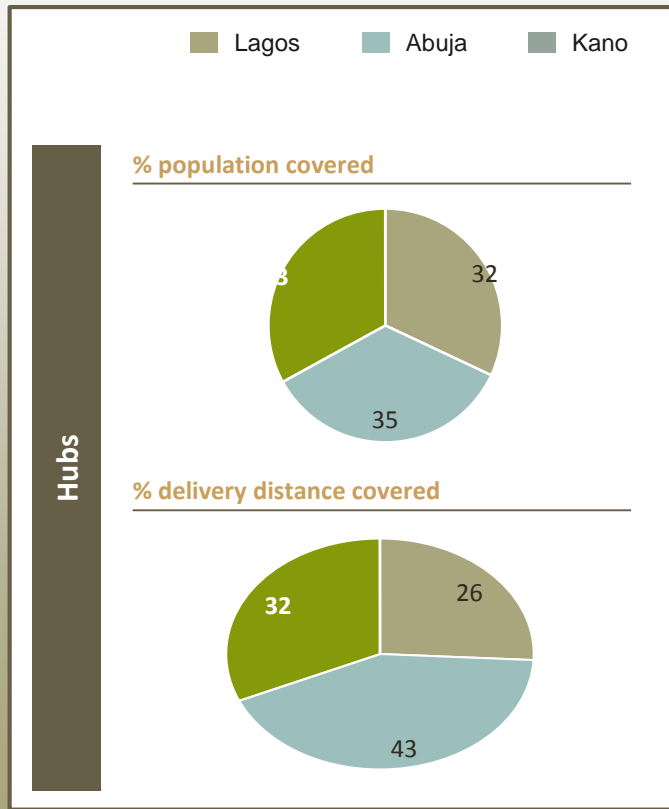
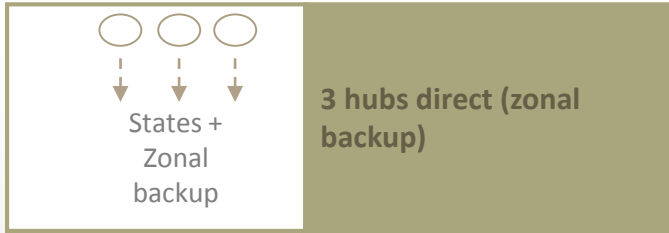
Strengthening human resources through engagement of stakeholders

Stakeholders	Primary area of work	Coverage	Human resource
State governments	Storage, distributions, supervision, maintenance	36 states and FCT	State cold chain officers and deputies in some states like Kano and Lagos, technicians, pharmacy technicians
Local governments	Storage, distributions and maintenance of CCE	774 LGAs	LCCOs, pharmacy technicians
Private sector	3 rd party logistics and diagnostics, LMIS,	Lagos and Kano states	Logisticians, pharmacy technicians and Drivers
Traditional leaders	Accountability of vaccines, devices and CCE	All Health facilities with ward development committees	Members of the ward development committees
UNICEF	Immunization logistics, procurements, CCE, EVM, etc	National, Zonal and all states	Supply chain specialists, logisticians, Vaccine security logisticians, Consultants, technicians
WHO	Training and technical specifications	National level and all states	National logistician, some state logisticians
CHAI	Immunization logistics, training	National level and Kano, Lagos, Rivers and Nasarawa	National and state logistics officers
CDC	NSTOP program support to immunization logistics	13 Polio high risk states	State officers
BMGF and Dangote Foundation	Tripartite agreements, leadership challenge award, diagnostics, integration	Lagos, Kano, Bauchi, Yobe, Kaduna, Sokoto, Kogi, Ondo, Cross Rivers	Funds mgt support by Mckinsey staff, Solina health and other in-country expertise
GAVI	Funding for supply chain, re-design of the structure	National , States and LGAs	10 national and 74 state technicians vide Dometic contract
EU-SIGN	Procurement of cold chain and training	24 EU states	National logistician and State logistics officers

Strengthening human resources by engagement of stakeholders cont.

- National level
 - Capacity for effective vaccine management assessment – 12 national officers and Partners
 - Forward cold chain studies – 4 national officers
 - National dashboard – 8 national officers and 6 zonal officers
 - SDDs deployment – 10 technicians,
 - Logistics on the wheels – 2 national officers and KNS officer
- State level
 - State trainers for Vaccine management -
 - State dashboard – all the state cold chain officers now knowledgeable in dashboard and MS office
 - SDDs deployment – 2 technicians per state and state cold chain officers
 - Logistics diagnostics -

NPHCDA's approach for national supply chain expansion is hinged on redesign that optimizes effectiveness and efficiencies – 3 hubs direct to states, with zones as contingency storage only



1 Based on one-way trips 2 Route and zone selection based on balancing trade-off between min. distance, population coverage and distance coverage

Our strategy to engage stakeholders and build capacity in our human resources has had a direct impact on supply chain transformation



Executive Director at the Cold to kick off the quick wins



Dashboard trainers



Members of the negotiation team



Trained national staff monitoring installations

Results of the training that has taken place



We conducted training workshops with key staff at state, LGA, and facility level

We trained the staff at the State Cold Store...



- The workshop introduced the re-designed system, the SOPs and data tools to be used in the pilot
- SIO and CCO provided constructive input on streamlining the process

... preparing them to be able to train others
...

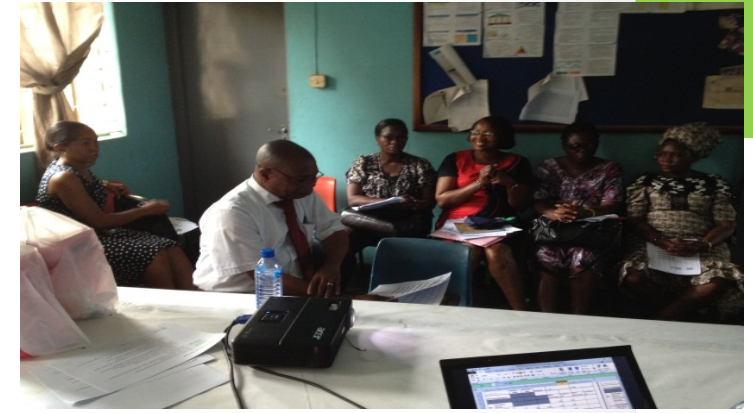


- The SIO performed a dry-run in the 'train-the-trainer' session
- The dry-run also allowed more detailed questions to be addressed

"You even taught me to teach the others!"

SIO

... And following up with successful training at LGA level...



- The CCO and SIO helped with the training of LGA staff
- The session included a 'train-the-trainer' session to train LGA staff to train their facility staff

We launched the pilot of direct vaccine deliveries to HFs on October 7, 2013 in Lagos

At the state cold store...



The vaccines and devices were packed for each facility



The distributor arrived in a dedicated vehicle



The State CCO and driver confirmed the stock to be loaded ...



... and stock was loaded on the vehicle for delivery

At the PHC...



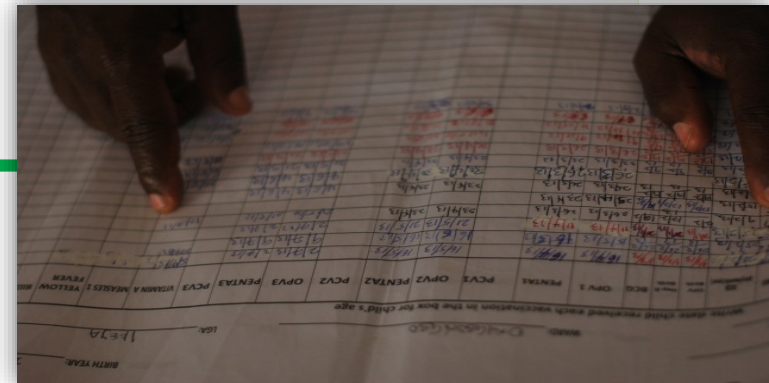
When the team arrived at the PHC...



...The LGA CCO conducted a physical count and handed over the correct stock



He collected data on the vaccinations conducted at the facility...



... Verifying the records where necessary



He checked the status of the CCE



And then left the nurse to attend to patients, with fewer missed opportunities

We launched the pilot for direct vaccine deliveries to HF's on October 29, 2013 in Kano

From the satellite store to facility



Products packed by team ready for uploading...



...Products uploaded in the van ready for takeoff



Team arrives at facility with products...



And then LGA CCO and driver have to perform stock count in the van after last delivery



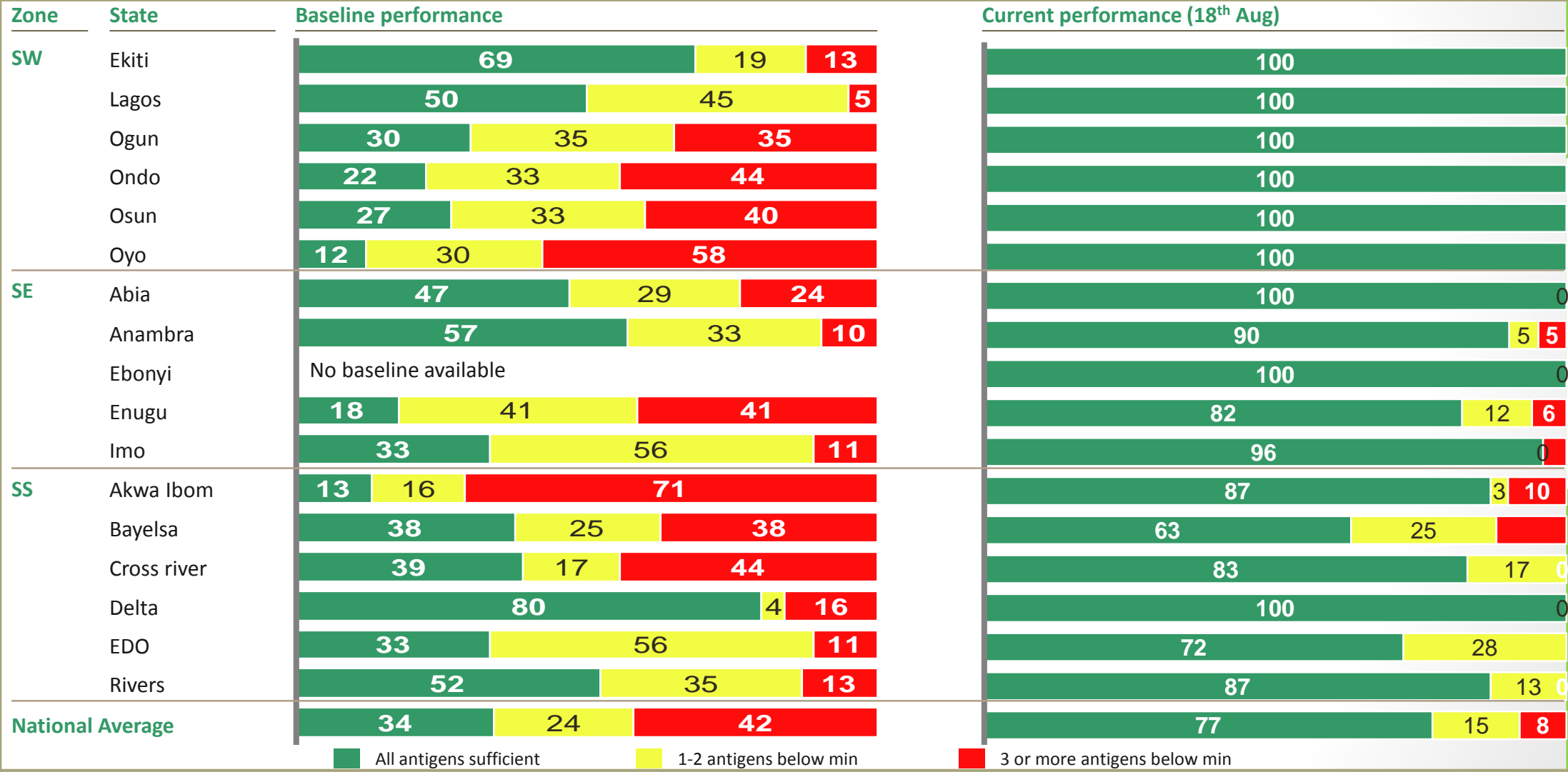
Records being verified at facility as necessary



... Offloading facility stock requirement

Performance rose from 34% of LGAs with adequate stock of all antigens to ~ 80% of LGAs which we are able to monitor with a new LMIS system and dashboard

LGA stock adequacy in Southern states – week of Aug 18, 2014, Percent of LGAs



SOURCE: Stock performance summary reports from each state

Measuring success

The goal for vaccines and the supply chain as stated within the National Routine Immunization Strategic Plan NRISP (2013 – 2015) is:

“To achieve 100% bundled vaccines at all times and levels and to attain 80% EVM standards”.

There is clear indication that this will be achieved through the supply chain transformation programme, with strengthened human resources as a key enabler

Conclusion

- SCM in Nigeria is becoming more complex largely due to introduction of new vaccines, expansion of target, increasing CCE requirements and funding constraints. Therefore the need for competent human resources to drive the transformation can not be over-emphasised and national stakeholders and partners if appropriately mobilized can provide the needed support and competences needed.
- Secondment of supply chain specialists from partners to work fulltime with NPHCDA HR for SCM to transfer knowledge, provide training, and technical assistance in key areas of collaboration.
- National stakeholders and partners are playing a key role in advocating for change at all levels and SCM is now acknowledged as a key driver for successful programme implementation- **No Product, No Programme**

THANK YOU!