



**SUPPLY CHAIN MANAGEMENT UNIT (SCMU)
MINISTRY OF HEALTH & SOCIAL WELFARE**



**Forming a dedicated
Supply Chain Management Unit
to strengthen supply chain integration
and performance**

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What I will cover today



- ▶ Challenges of supply chain in Liberia
- ▶ How supply chain can impact health outcomes
- ▶ The Liberian Supply Chain Master Plan
- ▶ The Supply Chain Management Unit
- ▶ Successes and lessons learned



The Liberian demographics suggest a simple supply chain situation...



Liberia is a small country with a land mass of 43,000 sq miles¹



With only 6,600 miles of roads¹ and 375 government health facilities³



With a population of 3.5 million people it has a medium population density²



1. CIA World Fact book
2. Liberia 2008 Population and Housing Census
3. 2008 MOHSW accreditation



...Unfortunately the reality tells a different story



Less than 6% (400 miles) of all roads in the country are paved¹



Annual rainfall is greater than 4.6m with over 65% of that rain falling in 4 months²

8% of government facilities not accessible by 4WD for more than 3 months a year³



And a lack of staff trained in supply chain

1. CIA World Fact book
2. www.climatetemp.info
3. 2011 MOHSW accreditation



Improvements in supply chain could significantly impact health in Liberia...



Life expectancy is 57 years with 42% of the population under 15 yrs old¹



Under 5 mortality of 110 per 1,000 live births²



70% of recorded deaths in under 5s were caused by vaccine preventable or drug curable diseases³



1. Liberia 2008 Population and Housing Census
2. Liberia Demographic and Health Survey 2007
3. MOHSW Annual report 2010



...but additional infrastructure does not always make the difference



New Depots?

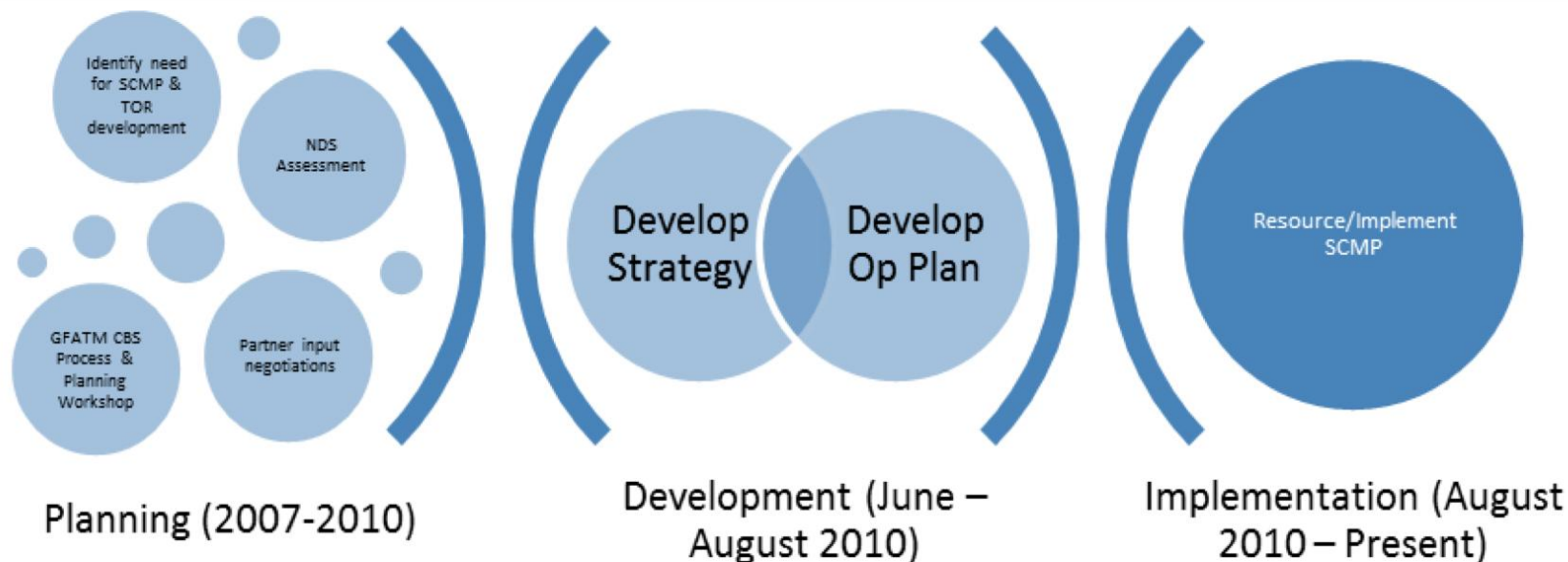


New Bridges?

Supply chain trained staff are required to ensure this infrastructure sees its full potential



Demand to address these challenges led to the Supply Chain Master Plan



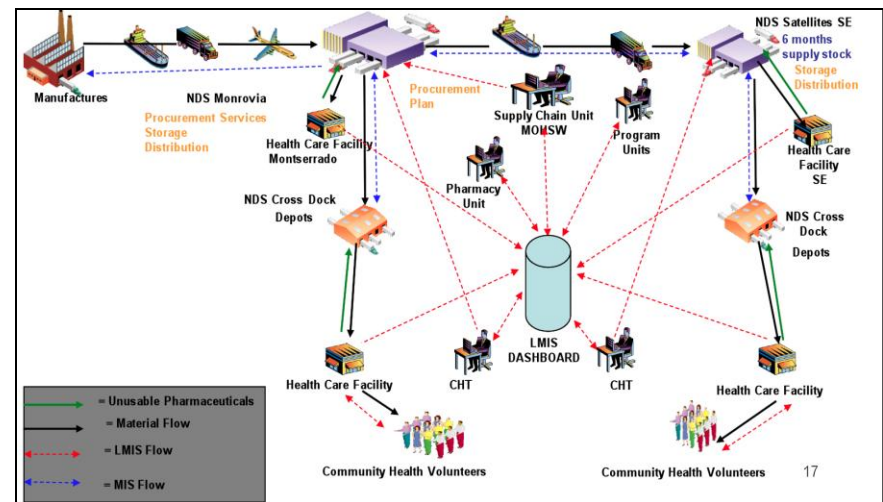
- ▶ With emergency NGOs exiting and the focus of donor money on improving health services throughout the system, supply chain was seen as a key part
- ▶ The plan was developed with the full participation of all supply chain actors in Liberia and has been universally adopted



Highlights of the Supply Chain Master Plan



- ▶ A single integrated Supply Chain Management Unit (SCMU) responsible for all commodities across vertical programs and essential medicines focused on:
 - Information systems
 - Procurement and supply planning
 - Monitoring and evaluating at the central level
- ▶ A move from the CMS delivering to the regional level to an approach delivering directly to facilities
- ▶ Regional level pharmacists responsible for monitoring of the supply chain rather than commodity logistics

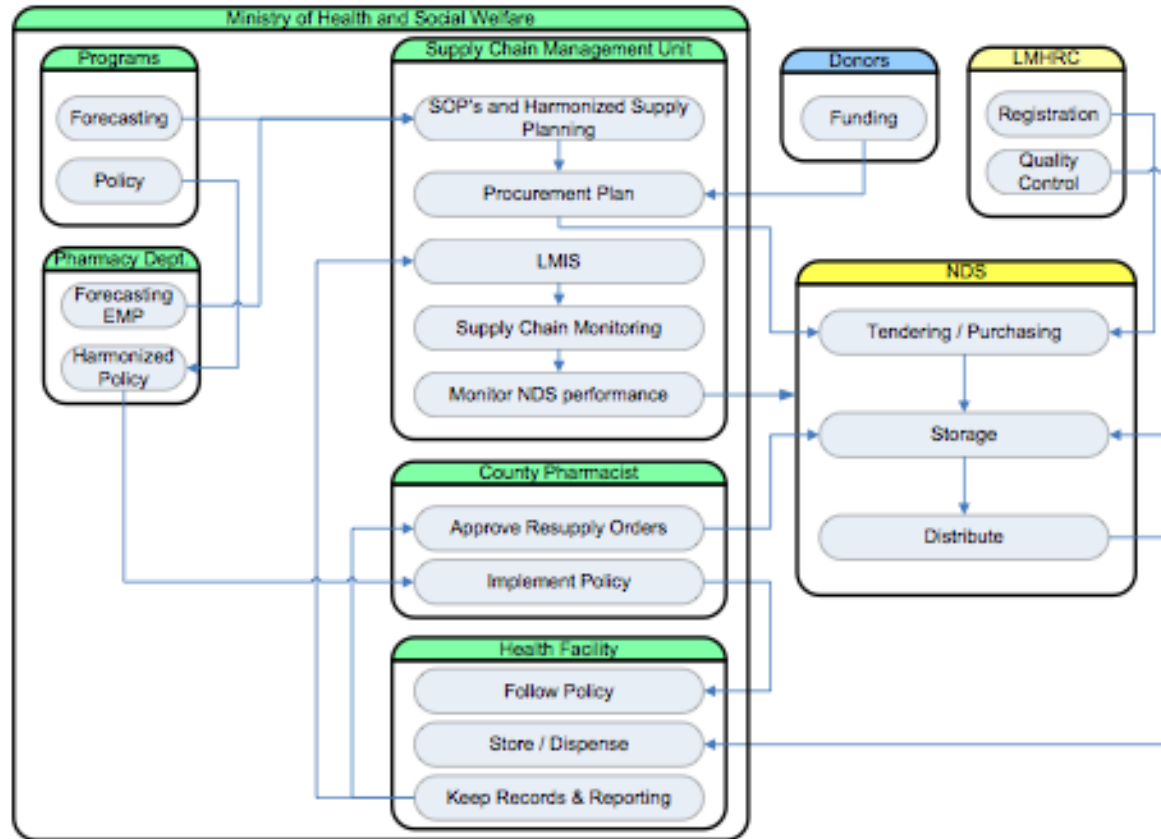




Clear roles and responsibilities were set out to allow for resource planning



Organizations, Roles & Alignment

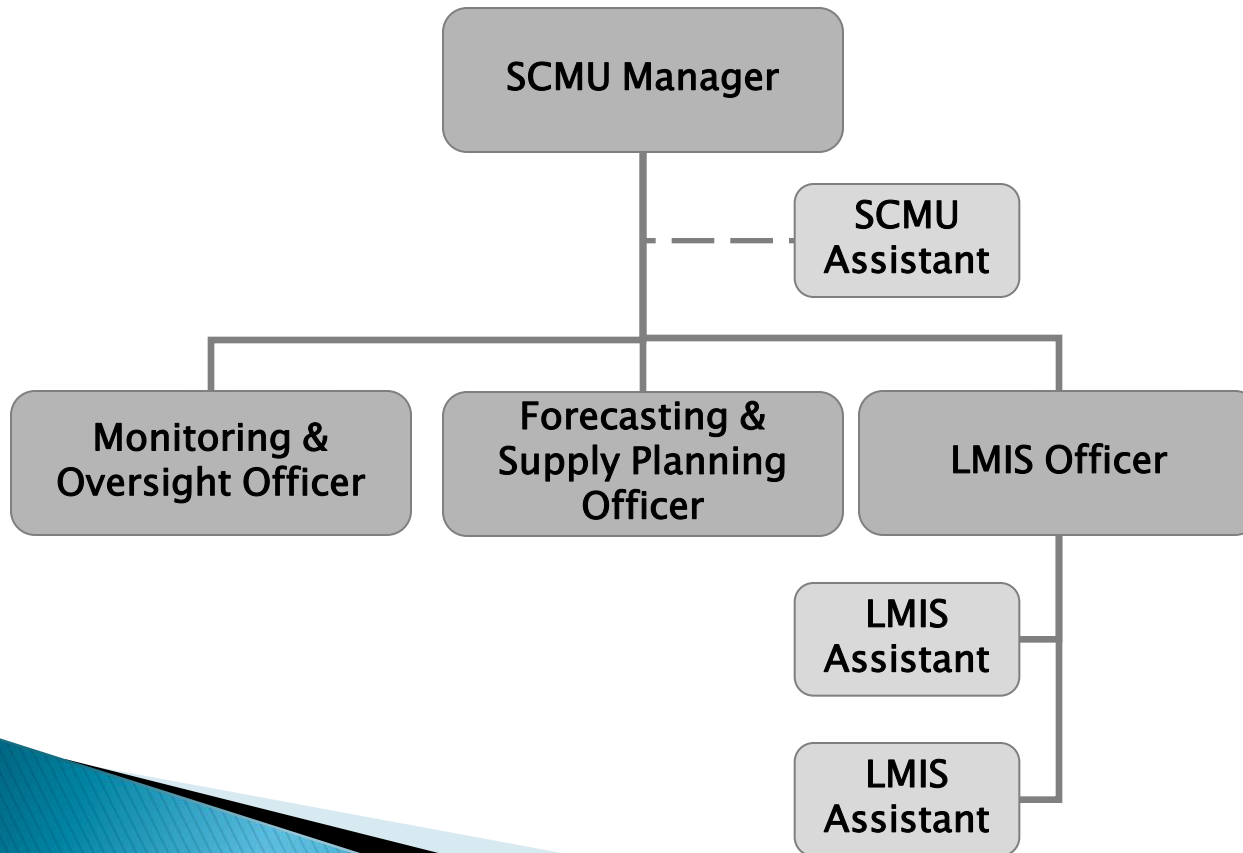




An integrated Supply Chain Management Unit was formed



Structure



Set up

- ▶ 4 pharmacists were recruited for the main roles
- ▶ 1 fulltime as manager
- ▶ 3 part time from vertical programs moving to fulltime in phases
- ▶ All recruits had experience in the Liberian supply chain system



The MOHSW has chosen pharmacists as its cadre of supply chain operatives



- ▶ Training as a pharmacist in Liberia takes 7 years
- ▶ 52 registered pharmacists in Liberia with 10 graduating annually
- ▶ 29 are employed by the MOHSW and 2 by the CMS
- ▶ 4 at the SCMU and 16 taking regional supply chain roles – County Pharmacists
- ▶ Pre-service training for supply chain is now in the pharmacy curriculum

Additional cadre or professional training is required fill in the gaps



Successes and lessons learned from the integrated SCMU



Successes

- ▶ Integration has provided programmatic focused staff with greater experience of the holistic supply chain
- ▶ Although retention has been a challenge clearly laid out roles allow others to step up to positions
- ▶ The Central Medical Store now has a HR plan to reflect its new and greater responsibilities

Lessons learned

- ▶ Recruiting from within the system can leave gaps at the program level which can be detrimental
- ▶ Additional cadres of staff need to be trained in supply chain in order to improve the lower levels of the system
- ▶ Dependency on donor funding caused a delay between finalizing the Master Plan and beginning implementation



Thank you



MOHSW counterparts who could not be here today:

- ▶ J. Julius Janafo – Acting Supply Chain Manager, MOHSW
- ▶ Beyan Johnson – Operations Officer, National Drug Service

People who provided data and photos:

- ▶ Amy Lin, Daniel Dean and Maria Barreix – CHAI Liberia
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Support for my attendance at the conference

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