Supply Chain System Strengthening Approach
Technical priority areas

UNFPA
**Overall Goal:** Contribute to ending unmet need for family planning and preventable maternal mortality by increasing access to high-quality modern contraceptives and life-saving maternal health medicines.

**Availability and choice**
- Increase availability and quality-assured RH/FP commodities

**Strengthening health systems**
- Ensure RH/FP commodities reach the last mile and promote harmonization and integration of supply chains

**Increased government commitment**
- Country financial contributions to quality RH/FP services are increased
- RH/FP is prioritized as core element of sustainable development

**Operational effectiveness and efficiency**
- UNFPA demonstrates robust and accountable programme performance and oversight
Monitoring and Evaluation Framework

**GOAL:** All women and girls are able to access and use a choice of quality RH/FP commodities whenever they want or need them

**OUTCOME 1:**
Increase availability of quality-assured reproductive health commodities

- **Output 1.1:** Efficient and timely procurement of a choice of quality-assured reproductive health commodities (2 indicators)
- **Output 1.2:** Increased range and availability of family planning commodities for marginalized groups in line with reproductive rights (4 indicators)

**OUTCOME 2:**
Ensure reproductive health commodities reach the last mile and promote harmonization, integration and strengthening of supply systems in countries

- **Output 2.1:** Improved supply chain management (2 indicators)
- **Output 2.2:** Improved commodity and data visibility for last mile assurance (2 indicators)

**OUTCOME 3:**
Countries to increase and diversify financial and programmatic contributions and prioritize reproductive health as a core element of sustainable development

- **Output 3.1:** Increased and diversified allocations and use of domestic resources for reproductive health commodities and services (3 indicators)
- **Output 3.2:** Family planning is explicitly included and funded in development strategies and plans in the context of primary health care (PHC) and universal health coverage (UHC) (2 indicators)

**OUTCOME 4:**
(Operational effectiveness and efficiency):
Improve programme management with shared accountability for results

- **Output 4.1:** Enhanced programme governance and stakeholder engagement (2 indicators)
- **Output 4.2:** Programme resources and risks are managed effectively and efficiently (2 indicators)
Global Perspective

- **Product**
  - Human-centered design
  - Clinical indications
  - Shelf life
  - Storage conditions
  - Insertion/removal

- **Quality assurance**
  - WHO model list
  - PQ/ERP
  - SRA approved
  - Safety – PhV

- **Last mile delivery**
  - Logistics
  - Warehousing
  - Transportation
  - GSDP
  - Integrated SC

- **Procurement**
  - Demand & supply planning
  - Volumes – Pricing & MOQs
  - Lead time optimization
  - Sustainability
UNFPA Supply Chain Management
Unit

Provides initial visibility into key elements of the main supply chain through which UNFPA program supplies flow, measures supply chain capacity and complexity; and identifies opportunities to strengthen the supply chain.

Monitors stock availability, pipelines, risks of expiries or stock outs and optimizes implementation of government-led multi-stakeholder national supply plans, promoting programme-supply management integration.

On-site verification of last mile processes, practices and risks; facilitates traceability of programme supplies; enables on-job mentoring and capacity building; and identifies priority areas for corrective actions and supply chain strengthening interventions.

Identifies risk areas (external, delivery and fiduciary) and levels in the supply chain to promote accountability and enable UNFPA meet fiduciary obligations to donors.
## LMA findings and recommendations

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<thead>
<tr>
<th>Recommendation</th>
<th>% of Countries</th>
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<tr>
<td>Ensure facilities have adequate capacity and infrastructure and are sufficiently equipped with shelves and/or pallets, as per WHO guidelines</td>
<td>86%</td>
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<tr>
<td>Improve record-keeping at facilities, ensuring that documents are correctly filed and easily retrievable, and that documentation includes information on expiration dates</td>
<td>86%</td>
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<td>Monitor inventory levels to ensure regularity and frequency of distributions, and balance product orders according to needs</td>
<td>75%</td>
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<tr>
<td>Train supply chain management personnel in line with WHO guidelines</td>
<td>61%</td>
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<td>Expand eLMIS coverage and train facility personnel accordingly</td>
<td>54%</td>
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<td>Ensure availability and regular use of stock cards at facilities to record all product entries and exits</td>
<td>54%</td>
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<tr>
<td>Ensure that facilities have cold chain equipment and that all temperature-sensitive items are adequately stored</td>
<td>54%</td>
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<td>Improve order and downstream delivery processes with adoption of pull system and issuance of stock on a FEFO basis</td>
<td>46%</td>
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<td>Equip facilities with fire extinguishers, and ensure these are regularly maintained</td>
<td>43%</td>
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<tr>
<td>Sensitize and promote SRH use in communities</td>
<td>32%</td>
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WHO Health System Strengthening Building Blocks

- Leadership and Governance
- Health System Financing
- Health Information Systems
- Health Workforce
- Health Service Delivery
- Access to Essential Medicines
Leadership and Governance

1.1 Development or implementation or progress review of national supply chain master plans/strategies.

1.2 Advocacy for integration of RH commodities and supply management in the national essential medicines programme.

1.3 Advocacy for the recognition of supply chain management as an essential element of the national health system and creation of supply chain management posts in nominal roll of public service.

1.4 Convening of technical working groups for national supply plans, to bring in-country partners to the table, understand what they are procuring and identify resources available for distribution of commodities.

1.5 Establishment of accountability mechanisms for coordinated execution of national supply plans.

1.6 Review/development/implementation of governance structures and capacity building for warehousing and outsourcing transportation, including 3/4PL options.

1.7 Integration of reproductive health supply chain management in humanitarian preparedness and response plans and implementation of MISP

1.8 Establishment of mechanism for transition from RH kits to bulk procurement of RH commodities beyond the immediate humanitarian crisis
Advocacy with Ministry of Health, Ministry of Finance & other relevant authorities, for funding of reproductive health supply chains, including for areas such as storage and transportation, supply chain maturity assessments, and quality improvement initiatives.

2.2 Development of investment cases to mobilize donor funds for supply chain systems strengthening and quality improvement initiatives.

2.3 Development of frameworks and proposals for public-private partnerships or results-based financing of supply chain systems strengthening.

Establishment of functional mechanisms for tracking resource inflows, allocations and expenditures for financing supply chain functions e.g., procurement, customs clearance, warehousing, transportation to the last mile.
3.1 Collaboration of Country Offices with other UN Agencies and partners to implement eLMIS system(s) that capture UNFPA programme supplies.

Development of context-specific ToRs and tool/job aids for implementation of eLMIS system(s) at all levels of the supply chain, including analysis to support decision making on IT tools selection.

3.3 Dissemination of timely and accurate data for supply planning and forecasting at all levels of the supply chain, through integration of different supply chain tiers and regular use/updating of eLMIS system(s), as well as triangulation with other data sources in the country.

3.4 Development of innovations aiming to improve data collection, analysis, dissemination and use in humanitarian settings.
Training and capacity building of warehouse and health facility personnel on inventory management, distribution planning, and best storage practices, including during handling and transportation.

4.1 Training and capacity building of personnel concerning national quantification and forecasting aimed at adoption or promotion of pull or infomed-push distribution models.

Dissemination and promotion of pre-service training on supply chain management for health workers, including incorporating related subjects in the national curriculum for approved/accredited medical courses.

Organizational development initiatives promoting health supply chain workforce staffing, skills, motivation, performance and empowerment, including job description revisions, career plan optimization, and organizational structure evaluations.

4.4
5.1 Build capacity of central and regional warehouses, and other storage facilities towards compliance with and accreditation for WHO GDSP Standards.

5.2 Implementation of pull systems for commodity distribution.

Execution of supply chain performance and quality improvement initiatives, including regular supportive supervision to assess implementation of remedial action plans, including those derived from the LMA process

5.3 Improvement of storage and inventory control of commodities in community-based distribution programmes, including visibility enhancement, control measures, and reporting routines.

5.4 Development and revision of reverse logistics processes and disposal procedures for expired and damaged commodities.

5.6 Facilitation of commodities reception in the country, including investment in optimization of customs clearance process.
Access to Essential Medicines

6.1 Implementation of cold chain capabilities across all levels of the supply chain chain (facilities and transportation), including partnerships for integration of oxytocin into vaccine cold chains (as per the UNICEF/WHO/UNFPA joint statement).

6.2 Development and diffusion of Standard Operating Procedures (SOPs) containing instructions on commodities handling and administration best practices.

6.3 Promotion of local manufacturing in countries, including development of local frameworks, support to regulatory authorities in terms of product registration, building capacity for GMP compliance, and production of quality-assured reproductive health products.