Concept note

Sustainable Supply Chains for Health System Strengthening Workshop

14-18 May 2018
Copenhagen, Denmark
Contents

1. Background ......................................................................................................................................................... 3
2. Objectives, expected outcomes and programme ................................................................................................. 4
3. Workshop participants and facilitators .................................................................................................................. 4
4. Workshop methodology, evaluation and follow-up .............................................................................................. 5
5. Funding for the workshop ..................................................................................................................................... 6
6. References ............................................................................................................................................................ 6

Annex 1: Provisional Agenda: Capacity Development for Sustainable Supply Chain Systems
Strengthening - Programme overview ...................................................................................................................... 7

Annex 2 – UNICEF Health Strategy 2016 - 2030 ......................................................................................................... 8

Annex 3 – Countries participating in initiatives as indication for workshop participation. (This list may
be edited by regions and countries) .......................................................................................................................... 9
1. Background

UNICEF supports country governments to strengthen and optimize key supply chains (SC) for targeted essential products for children, aiming to (i) optimize costs, reduce stock-outs and/or wastage, (ii) improve performance, and (iii) build sustainable supply chains that contribute to achieve sustainable results for children.

UNICEF will advance this work through the development and the implementation of the National Supply Chain System Strengthening Strategy and accompanying Vision and Strategic Direction. This area of work to increase supply chain strengthening capacities has been prioritized in the Strategic Plan in response to country demand and global development trends, captured in the GPS 2030 Workshop recommendations.

The Vision and Strategic Direction focuses UNICEF supply and programme planning processes on UNICEF’s comparative advantages in countries where it’s needed most, to drive a differentiated supply system strengthening response. It guides the implementation of the UNICEF Strategy for Health, 2016-2030 and the GAVI Supply Chain Strengthening Strategy, 2016-2020.

Working with governments, the private sector, and a broad array of country and global partners, UNICEF aims to implement locally-led, multi-year system strengthening programmes that focus on a “mix” of both supply chain operations and enablers (external influencers), such as the people, policies, and practices – including data and supply chain design – that increase supply chain maturity and the long-term sustainability of national SC systems (see Annex 1).

UNICEF country offices are accountable for identifying the supply chain fundamentals and the accompanying capacity development strategy needed for UNICEF supply and program staff to achieve the goals of the country program document, the UNICEF Strategic Plan, and the SDGs1.

<table>
<thead>
<tr>
<th>UNICEF Strategic Plan, 2018-21 Target for Supply Chains</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Under-five mortality rate (Goal 3.2.1)</td>
</tr>
<tr>
<td>a. Girls and boys, especially those that are marginalized and those living in humanitarian conditions, have access to high-impact health, nutrition, HIV and ECD interventions from pregnancy to adolescence.</td>
</tr>
<tr>
<td>i. 1.b.4. Number of countries implementing a national health sector supply chain strategy/plan</td>
</tr>
</tbody>
</table>

The UNICEF Health Strategy 2016-2030 (refer to Annex 2) and the supporting Health Systems Strengthening (HSS) Approach place great emphasis on procurement and supply management as a key pillar and enabler for effective service delivery at country level, highlighting the need for SC systems strengthening. Supply chain management is prominently positioned within the HSS approach as a specific area of focus as illustrated in the figure below.

---

1 SDG 3.8 on: “Achieve UHC including financial risk protection, access to quality essential health care and access to safe, effective, quality and affordable essential medicines and vaccines for all.”
In this context, the **UNICEF Process Guide and Toolkit for Strengthening Public Health Supply Chains through Capacity Development** aims to support country governments, UNICEF country offices, and other development partners to strengthen national supply chains through a comprehensive capacity development approach, improving both performance and sustainability of the supply chain.

The *Process Guide and Toolkit* fills an important gap in the global health supply chain guidance, supporting countries to implement a comprehensive supply chain capacity development process. The package is composed of three components: the toolkit provides a framework for approaching the challenge; the process guide provides suggested steps and recommended practices, and the resource guide contains explanations of and links to key tools, guidelines and other resources that will support application of specific methodologies.

### 2. Objectives, expected outcomes and programme

The objectives of the workshop are to:

1. Take stock of current capacity of supply chain in countries, including the activities in place, progress made to strengthen it;
2. Support UNICEF countries and the National Governments to formulate and finalize country-level strategies and workplans related to sustainable supply chains for HSS, and develop an accompanying technical support (capacity building) strategy;
3. Enable buy-in, and foster alignment, of counterparts for the supply chain strengthening processes;
4. Inform the draft document "*Vision and Strategic Direction for Supply Chain System Strengthening (2018-21)*"; and
5. Document and share lessons on 'how to' implement supply chain strengthening processes in the context of HSS and actions to drive UNICEF Strategic Plan results.

### 3. Workshop participants and facilitators

The workshop is organized by UNICEF Supply Division in collaboration with UNICEF Programme Division. It will take place in Copenhagen, Denmark from 14-18 May, targeting 30 - 40 participants representing UNICEF Country Offices (Programme and Supply), Ministries of Health/Central Medical Stores and relevant partners from 10 – 15 countries.

The primary criteria for attendance is a commitment to address HSS and supply chain strengthening via country office annual workplans, and/or with national counterparts who have an expressed interest in supply chain strengthening. CO staff will be expected to prepare for the workshop.

It is expected that country offices participating in the workshop will have a commitment from the supply section and one or more of the health, nutrition, HIV and/or WASH programmes to take this work forward with the government and willing, capable local partners (donors and implementers) in 2018 and beyond.
Countries with significant investments in in-country logistics expenditure; programme priority countries; recipients of funding that may be leveraged for system strengthening (e.g., GAVI Tier 1 or 2; GAVI Cold Chain Equipment Optimization Platform (CCEOP); Food For Peace; Global Fund recipients; Global Financing Facility (GFF) participation); and/or countries with previous engagement in community systems training are encouraged to attend.

Countries at different stages of their supply chain strengthening maturity will be selected, to enhance the learning experience with a mix of SC strengthening experiences. Annex 3 identifies 27 countries participating in initiatives related to health (immunization, health systems, nutrition, HIV and WASH). We hope that the regions will select a subset of 8-14 countries to participate.

The workshop facilitation will be led by UNICEF SD (Supply Chain Strengthening Centre/Supply Division Director’s office) and PD (Health Systems Strengthening/Programme Division Director’s Office) with a mix of facilitators for individual sessions including from relevant SD Centres, PD (Health including Immunization, Nutrition, HIV and WASH), Field Results Group (FRG), UNICEF Regional Offices, Country Offices, Government and Partners.

4. Workshop methodology, evaluation and follow-up

The workshop will be guided by the process guide and toolkit for supply chain strengthening through capacity development, which takes the user through a step-by-step approach for initiating, developing, implementing and monitoring a national supply chain strategy. A landscape analysis will be conducted with support of the regional and headquarters offices in advance of the workshop to understand the status quo – i.e., where countries are in terms of strategic planning for the health or other national supply chain.

Basic characteristics of the workshop are as follows:

A. **Participatory:** the workshop will be participatory to ensure maximum contribution by all participants. Country participants will be heavily engaged in the facilitation of sessions.

B. **Interactive:** Sessions will be mostly interactive, using group work, simulations, practical exercises and experience sharing.

C. **Instructional:** There will be sharing of common global principles, strategies and guidelines combined with examples of application. Participants will be informed of the objectives of each session, with a short summary at the end to reinforce the key messages.

D. **Competency based:** Participants will be given the chance to practice and acquire the skills covered in the workshop.

E. **South to South exchange:** The workshop will be run so as to ensure optimal exchange of knowledge and experiences between countries in a safe and open environment

4.1 Workshop evaluation

**Daily feedback (oral or written)**

Daily feedback will be obtained from participants at the end of each day covering the process and content of the day’s activities using post-it notes or white board.

**Daily facilitators meetings**

Daily facilitator meetings will be held to capture feedback about the day’s activities and key lessons incorporated into the following day’s sessions.
Course evaluation form

All participants will complete a course evaluation forms on the last day of the course. These will provide valuable feedback in written form.

4.2 Post workshop follow-up

A key outcome from the workshop will be an action plan for each country, reflecting on country planning processes. The plan will specify how the country intends to move forward with the national supply chain system strengthening efforts in the context of health system strengthening, including:

- priority country actions;
- a mapping of potential sources of funding; and
- required technical support from UNICEF and/or partners.

A report of the workshop, including follow-up actions, will be made available to all participants. Country successes and lessons learned will be shared globally to advise on the implementation of UNICEF’s supply chain system strengthening and health system strengthening approaches.

5. Funding for the workshop

UNICEF PD/SD will cover the administrative cost of the venue and other meeting logistics. UNICEF Country Offices will be expected to cover their participant’s costs.

6. References

- [Process guide and SC toolkit for public health supply chain strengthening through capacity development](#)
- [UNICEF’s Approach to Health Systems Strengthening](#)
- [National Supply Chain System Strengthening Strategy Note](#)
- [Supporting Countries-in-Transition](#) (internal thought piece for the Supply GPS 2030)
- [Private Sector & Results for Children](#) (internal thought piece for the Supply GPS 2030)
- [Gavi Health Systems Goal](#)

In addition to:

- Supply Chain and/or HSS Assessment/Sitan Reports
- Country Strategy Notes
- Country Programme Documents
- UNICEF Annual Workplans
- National Health Sector Development Plans/HSS plans including high level indicators
- Relevant National Workplans
- National SC Strategy/Pharmaceutical Masterplan/GAVI Continuous Improvement Plans (CIP) and other relevant SC strategies and implementation plans.
### Annex 1: Provisional Agenda: Capacity Development for Sustainable Supply Chain Systems Strengthening - Programme overview

**DAY 1:** Monday – Half Day starting at Lunch  
**DAYS 2-4:** Tuesday-Thursday - Full Days  
**DAY 5:** Friday - Bi-lateral working meetings on specific topics selected by the countries; Regional working groups

<table>
<thead>
<tr>
<th>Day 1 –</th>
<th>Day 2 –</th>
<th>Day 3 –</th>
<th>Day 4 –</th>
</tr>
</thead>
<tbody>
<tr>
<td>LUNCH</td>
<td>Recap of day 1</td>
<td>Recap of day 2</td>
<td>Recap of day 3</td>
</tr>
<tr>
<td>1) Welcome, Introductions, Objectives and Expectations (SD, PD Directors Office)</td>
<td>6) Measuring SC performance and SC maturity models (Presentation and discussion – BMGF, PD ISC, USAID)</td>
<td>12) Oversight and governance of the supply chain strategy implementation – The role of the SC Co-ordination Committee/NLWG (Presentation and country case study)</td>
<td>17) Defining the way forward – country SCS action plans/engagement frameworks (Country presentations)</td>
</tr>
<tr>
<td>2) Setting the Baseline: Results of national SC strategy landscape survey and situational analysis. (Presentation – Regional Offices)</td>
<td>7) Donor perspectives - GAVI, Global Fund, BMGF, DFID and USAID, EU (Panel discussion)</td>
<td>13) Managing risk – identifying risks and mitigating actions (Group work – SD, FRG)</td>
<td></td>
</tr>
<tr>
<td>3) Positioning SCS within HSS and the country programme/CPD, including scoping and stakeholder engagement (Presentation and discussion – PD, SD, FRG)</td>
<td>8) Developing a Theory of Change (Country case study and group exercise)</td>
<td>14) Monitoring and reporting progress, and adjusting – KPIs, M&amp;E frameworks and continuous improvement (in line with the strategic plan). (Presentation and discussion – PD, SD (MFSDU, SCS), FRG)</td>
<td>18) Key messages and activities for the UNICEF Supply Chain Strengthening Strategy 2018 – 2021 and SD (Presentation and discussion)</td>
</tr>
<tr>
<td>4) Results Based Management and Supply Chain Strengthening (Presentation and discussion - FRG)</td>
<td>9) Developing the supply chain strategy (Presentation and country case study)</td>
<td>15) Partner perspectives - WHO, UNFPA, CHAI, Other (Panel discussion)</td>
<td>Wrap up and workshop close</td>
</tr>
<tr>
<td>5) Assessments and analysis of supply chain bottlenecks and root causes (including HSS 7 step approach and other methods) (Presentation/country case study and group exercise – PD, SD)</td>
<td>10) Designing appropriate interventions and costing the implementation plan (Group work)</td>
<td>11) Mapping the partner landscape and determining UNICEF’s comparative advantage (Facilitated discussion)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11) Mapping the partner landscape and determining UNICEF’s comparative advantage (Facilitated discussion)</td>
<td>16) Country reflection and takeaways – what does this all mean for us? (Country based group exercise with report back to the plenary)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>LUNCH</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Side Meetings:**
- Partner perspectives - WHO, UNFPA, CHAI, Other (Panel discussion)
Annex 2 – UNICEF Health Strategy 2016 - 2030

UNICEF Health Strategy for 2016–2030

Guided by the Convention on the Rights of the Child (CRC) & the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and in line with the Sustainable Development Goals (SDGs) and Every Woman, Every Child (EWEC)

A world where no child dies from a preventable cause, and all children reach their full potential in health and well-being

End preventable maternal, newborn & child deaths

Promote the health and development of all children

Address inequities in health outcomes

Strengthen health systems, including emergency preparedness and resilience

Promote integrated, multi-sectoral policies and programs

Advocate for every child’s right to health

• Support data capture, evidence generation, and use
• Engage with partners
• Expand available resources

Influence government policies

• Support evidence-based policymaking and financing
• Promote scale-up of effective interventions/innovations
• Share knowledge & promote south-south exchange

Strengthen service delivery

• Build capacity of management and health providers
• Support programmes, including service provision, in particular at community level and in emergencies
• Strengthen supply chains systems

Empower communities

• Engage for social and behaviour change
• Generate demand
• Strengthen accountability

Maternal, newborn, and child health (focus on equitable access to quality primary health care)

Older child and adolescent health (focus on public policies and supportive environments)

Proposed actions and program areas represent global “menu” to be tailored to country context by country offices

Measurement, learning and accountability
Annex 3 – Countries participating in initiatives as indication for workshop participation. (This list may be edited by regions and countries).

<table>
<thead>
<tr>
<th>ECARO</th>
<th>EAPRO</th>
<th>ESARO</th>
<th>LACRO</th>
<th>MENA</th>
<th>ROSA</th>
<th>WCARO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ukraine</td>
<td>Myanmar</td>
<td>Ethiopia</td>
<td>Haiti</td>
<td>Iraq</td>
<td>India</td>
<td>Nigeria</td>
</tr>
<tr>
<td>Papau New Guinea</td>
<td>Kenya</td>
<td>Sudan</td>
<td>Pakistan</td>
<td>DRC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>Uganda</td>
<td>Afghanistan</td>
<td>Chad</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mozambique</td>
<td>Niger</td>
<td>CAR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Madagascar</td>
<td>Zambia</td>
<td>Sierra Leone</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malawi</td>
<td>Guinea</td>
<td>Liberia</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>South Sudan/Somalia</td>
<td>Cote d’Ivoire</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>