Supply Chain Investment Coordination and Advocacy (SCICA) in the DRC
Overview presentation
April 2021
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Why SCICA?
Advantages of the SCICA approach as applied in the DRC

FOR THE GOVERNMENT OF THE DRC

This approach reinforces the government’s leadership in the area of investment coordination.

It is the Government (DRC MOH) that establishes priorities and not the funders or technical partners.

It is an approach co-developed with experts from the DRC MOH that integrates best practices from other countries into those of the DRC.

FOR THE PARTNERS

An approach that is consistent with that of the GIBS (Inter-Donor Health Group) and that also reinforces the GIBS approach.

An innovative approach that is not yet implemented in many other countries.

An approach that supports implementation of the national health strategy (PNDS Recadré 2019 – 2022) and that is one of the strategies identified in the plan.

During the first phase, stakeholders liked the approach; For them, implementation helped eliminate conflicts over roles & responsibilities between different organizations involved in the supply chain.
What is SCICA (Supply Chain Investment Coordination & Advocacy)?
Three types of Supply Chain Coordination mechanisms are needed

**DONOR SUPPLY CHAIN INVESTMENT COORDINATION**
*Donor-led*

**Targeted Outcomes**
- Optimize investments in supply chain through shared investment frameworks
- Pool resources to invest in critical supply chain enablers, standards and tools that cut across health areas
- Ensure consistent messaging towards government to raise awareness of the importance of supply chain performance

**Some existing mechanisms**
- Global: Interagency Supply Chain Group (ISG)
- Global: Cross-Donor Secretariat
- RDC: GIBS (Groupe Inter-Bailleurs en Santé/Inter Donor Health Group)

**COLLABORATIVE COORDINATION**
*Co-led*

**Targeted Outcomes**
- Ensure clarity and integration between different MoH departments/programs on roles & responsibilities for supply chain requirements definition, design and operation
- Ensure government (national and sub-national) set investment needs and priorities for supply chain improvement based on SC performance as well as actual/planned contributions of improvement efforts
- Ensure government has full visibility of interventions by technical partners and coordinates those interventions based on its needs

**Some existing mechanisms**
- RDC - SCICA (Supply Chain Investment Coordination)
- In-Country Logistics Working Groups in multiple countries

**IN-COUNTRY SUPPLY CHAIN INVESTMENT COORDINATION**
*Government-led*

**Targeted Outcomes**
- Ensure clarity and integration between different MoH departments/programs on roles & responsibilities for supply chain requirements definition, design and operation
- Ensure government (national and sub-national) set investment needs and priorities for supply chain improvement based on SC performance as well as actual/planned contributions of improvement efforts
- Ensure government has full visibility of interventions by technical partners and coordinates those interventions based on its needs

**Some existing mechanisms**
- RDC - SCICA (Supply Chain Investment Coordination)
- In-Country Logistics Working Groups in multiple countries
1 – The four activities + Supply Chain Investment Reviews make up the SCICA approach
2 – Managing funding requests is based on the priorities defined by the SCICA approach but is not part of SCICA
3 – Funding disbursement and management of funds allocated to supply chain interventions is not part of SCICA
4 – The execution of interventions by partners designated by government is not part of SCICA.
Supply Chain Investment Coordination and Advocacy

Objective
Implement within the DRC government an approach that manages investments in supply chain strengthening, based on clearly defined objectives and the contribution of existing interventions, and that coordinates those interventions to achieve the greatest impact.

Approach
Provide technical assistance at both the national level (programs) as well as provincial levels (DPS), in order to reinforce management capacity for Supply Chain, by first testing the approach in 2020 with PNSR and the DPS Kinshasa province, and then expanding to other DRC programs and provinces starting in 2021.
Supply Chain Investment Coordination and Advocacy

Major Components
The charter is a document that helps organize the work of all the major stakeholders in the medical commodity supply chain. The charter is made up of the following major sections:

1. Annual Reviews and Quarterly progress checks for investments in supply chain strengthening with the Program requirements owner, PNAM et government technical partners to analyze performance, adjust interventions, and define investment needs and priorities.

2. Clear leadership and roles for the different stakeholders responsible for supply chain systems strengthening: Program Requirements Owner (defines targets performance); the PNAM (supply chain designer) and DPS/CDR (supply chain operators).

3. Transparent engagement of technical partners to avoid redundant investments and to coordinate activities in a way that leads to the best health impact.

4. Supply Chain Investment Reviews are integrated into the Operational Plans/Plan d’Action Opérationnel (PAO) of the Programs that own requirements, the PNAM and the DPS.
SCICA is based on continuous improvement methods

- Continuous Improvement is an iterative management method that can be expressed as « PDCA »: Plans are developed; actions are done (Do); results are validated (Check); and actions are adjusted as needed (Act/Adjust), depending on results.

- While the PDCA cycle is most often focused only on a process or an activity, the method as applied to SCICA is positioned at the health systems level and looks at overall decision-making regarding investments in supply chain strengthening.
The SCICA charter describes the operating principles (1)

I. Definition of key concepts

CONTINUOUS IMPROVEMENT

- Process that focusses on the supply chain technical scope and on the integrated health supply chain system
- It is a gradual, on-going method focused on achieving an organization’s objectives in line with its overall strategy
- The continuous improvement cycle is based on the PDCA method (Plan, Do, Check, Act)

INVESTMENT REVIEWS

Reviews are made up of two mechanisms: an Annual Review and quarterly progress check-ins. Annual Reviews focus includes:
- Confirm supply chain strategy and objectives
- Measure Supply Chain performance and maturity
- Measure Supply Chain performance
- Review and adjust existing interventions
- Prioritize Supply Chain investment needs

ACTORS IN THE CONTINUOUS IMPROVEMENT PROCESS

Supply Chain requirements owner
- Leads definition of performance priorities, the role of the private sector, as well as Supply Chain norms and standards for medicines and supplies
Actor(s) : a given health program

Supply Chain architect
- Leads development of the Supply Chain strengthening plan, harmonization of Supply Chain processes and tools, and measurement of Supply Chain performance and maturity
Actor(s) : DPM, PNAM

Supply Chain operator(s)
- Applies the validate Supply Chain processes and tools, identifies roadblocks requiring action; implements the agreed improvements
Actor(s) : DPS, CDRs, Technical Partners including private firms engaged in providing medicines and supplies

Overview presentation of Supply Chain Investment Coordination and Advocacy (SCICA) in the DRC
The SCICA charter describes the operating principles (2)

II. Structure of the Charter

The charter contains the procedures and approach to follow in order to implement the SCICA approach. It follows a structured, sequential and progressive approach.

**STEPS OR PHASES**

These are the steps/phases to follow for implementing the Supply Chain Investment Review cycle. For each step/phase, there are actions or tasks to be done:

- Pre-requisites
- Analysis and preparation of the review
- Conduct the annual Supply Chain Investment Review
- Conduct the quarterly progress check-ins

**ACTIVITIES**

- These are the actions/tasks that need to be implemented to achieve the targeted objectives targeted by the step/phase
The SCICA charter describes the operating principles (3)

III. Implementation of the process

This section focuses on the actual implementation of the SCICA approach

4 major deliverables coming from the activities below:
• Update the description of existing interventions (intervention mapping)
• Set Supply Chain performance objectives in line with Govt. strategy
• Define/update the govt. Supply chain performance framework
• Collect Supply Chain performance data

Collect, analyze and communicate data on chosen Supply Chain indicators:
• Overall analysis of Supply Chain performance
• Analysis of technical partner interventions
• Development of a detailed schedule to prepare the Supply Chain Investment Review (agenda, progress tracker, etc.)

• Present the results of the analysis
• Discuss proposal to adjust existing Supply Chain interventions
• Discuss proposals for new Supply Chain investments
• Conduct the Supply Chain Investment Review

• Monitor progress of all actions decided during the Supply Chain Investment Review
• Track Supply Chain performance vs agreed targets
• Develop additional recommended actions to improve performance

PRE-REQUISITES
ANALYSE AND PREPARE THE SC INVESTMENT REVIEW
CONDUCT THE SC INVESTMENT REVIEW
CONDUCT QUARTERLY CHECK-INS
Progress and learnings
Overview presentation of Supply Chain Investment Coordination and Advocacy (SCICA) in the DRC

1. Development of the workplan for the national scope
2. Identification of key stakeholders and appointment of focal points for the initiative (PNSR, PNAM, DPM et D10)
3. Development of the workplan for the provincial scope
4. Definition of a draft charter for approval by key stakeholders
5. Development of a tool to collect key data needed to update an intervention mapping for Kinshasa province (family planning scope)
6. Training of the DPS and CPSR Kinshasa teams on leadership and continuous improvement et based on "KAIZEN" approach by Kaizen Institute staff
7. Update of the intervention mapping for Kinshasa province (family planning scope)
8. Adoption of the national charter (v1) by experts of the DRC Ministry of Health
9. Analysis and evaluation of the performance of the contraceptive supply chain
10. Validation of the provincial charter (v1) by the DPS Kinshasa experts and members of the Kinshasa CTMPP
11. Validation of the provincial charter for Supply Chain Investment Reviews by the Chef de la division provinciale de la santé de Kinshasa and partners
12. Organization of the first Supply Chain Investment Review in the Province of Kinshasa (Contraceptive focus)
13. Validation of the national charter for Supply Chain Investment Reviews by senior MOH officials and partners
14. Phase 2 report
National – Progress and lessons learned

MAJOR MILESTONES

• A first version of the Supply Chain Investment Review national charter (family planning focus) was developed with experts from the DRC MOH
• The Supply Chain Investment Review charter was approved by senior officials (SG à la santé, les Directeurs centraux) and key technical partners

STAKEHOLDERS – GOVERNMENT

• Secrétariat Général à la Santé
• Direction des Familles et Groupes Spécifiques
• Directions des Pharmacies et Médicaments
• Programmes National de Santé de Reproduction (PNSR)
• Programme National d’Approvisionnement en Médicaments (PNAM)

STAKEHOLDERS – TECHNICAL AND FINANCIAL PARTNERS

• GIBS-GSM
• UNFPA
• Technical partners focused on family planning (FP)
• CTMP National

LESSONS LEARNED

• Involvement of key stakeholders in SCICA implementation requires the appointment of « champions » who drive focus on supply chain continuous improvement and ensure buy-in by government to the new way of working
• Achieving the needed level of quality in Supply Chain Investment Reviews preparation and ensuring good decision-making during reviews requires following the steps described in the charter as well as meaningful involvement of the designated experts from the Ministry of Health and Technical Partners
• To ensure that the Supply Chain Investment Review decisions are followed up and integrated into the strategic and operational plans of the involved government departments, a team needs to be in place to ensure regular follow-up in the post-review period
MAJOR MILESTONES

- The Supply Chain Investment Review Charter was approved by the CD Provincial, le GTM et les PTFs (CTMPP/PF - Kinshasa)
- The first Supply Chain Investment Review (family planning focus) was conducted in Kinshasa province

STAKEHOLDERS - GOVERNMENT

- Cabinet du Ministre Provincial de la Santé
- Division Provinciale de la Santé de Kinshasa (DPS)
- Bureau Appui Technique de la DPS
- Coordination Provinciale de Santé de Reproduction Kinshasa
- Groupe Technique Médicament de Kinshasa

STAKEHOLDERS – TECHNICAL AND FINANCIAL PARTNERS

- GIBS-GSM
- UNFPA
- Technical partners focused on FP and supply chain at provincial level
- CTMPP/PF - Kinshasa

LESSONS LEARNED

- Effective involvement of decision-makers at the provincial level (CD, CBAT, CBIS et MCP SR) and of the technical and financial partners in implementing the SCICA approach requires the designation of « focal points » responsible for leading implementation in their areas, thereby not only enabling buy-in, but also strengthening the managerial capacity of the involved organizations
- Achieving the needed level of quality in Supply Chain Investment Reviews preparation and ensuring good decision-making during reviews required implementing the charter as written and a good understanding of the approach by the DPS, coordination bodies and financial and technical partners
- To ensure that the Supply Chain Investment Review decisions are followed up and integrated into the strategic and operational plans of the involved government departments, a team needs to be in place to ensure regular follow-up in the post-review period
DRC SCICA roadmap
2021-2025
DRC SCICA Roadmap (2021-2025)

Implementation principles

• Prioritize SCICA implementation for programs whose performance heavily depends on a well performing supply chain
• Position the Programme National d’Approvisionnement en Médicaments (PNAM) in its central role for supply chain strengthening as part of SCICA implementation
• Integrate the SCICA approach with existing coordination mechanisms such as the GiBS-SGM health donor coordination group
• At the provincial level, promote supply chain integration across programs by conducting Supply Chain Investment Reviews that cover all applicable programs
• Train other technical partners on how to implement the SCICA approach

2021 options and priorities

• Scale up from one program (PNSR) to three programs to cover reproductive health, nutrition and HIV-AIDS: Programme National de Santé de la Reproduction (PNSR) + Programme National de Nutrition (PRONANUT), Programme National de Lutte contre le VIH-SIDA (PNLS)
• Scale up from one province to a minimum of two supported by VillageReach: Kinshasa + Kongo Central
• Scale up to an additional two provinces supported by other GiBS-SGM partners: Tanganyika et Kasaï Central [selection to be confirmed by GiBS-SGM]
# DRC SCICA Roadmap (2021-2025)

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<td>3 (PNSR + PRONANUT + PNLS)</td>
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<td>2 Kinshasa, Kongo Central</td>
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<td>5 (+1 province TBD) (DPS-led)</td>
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<td><strong>PROVINCES WITH FACILITATION BY OTHER TECHNICAL PARTNERS</strong></td>
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<td>2 Tanganyika and Kasai Central TBC</td>
<td>5 (+3 provinces Kasai, Nord Kivu et Equateur TBC)</td>
<td>5 (DPS-led)</td>
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Note: The model with VillageReach and other technical partner facilitation of the first two years (years 1 et 2) must evolve in the third year to a model facilitated by the government, with a very light supervision from VillageReach/other technical partners in years 3-4.
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To obtain a copy of the PNSR SCICA National Charter (French only) please contact the Direction Nationale du PNSR or the Programme National d’Approvisionnement en Médicaments (PNAM)

To obtain a copy of the Kinshasa SCIA Provincial Charter (French only), please contact the DPS Kinshasa (Bureau Appui Technique et la Coordination Provinciale de Santé de Reproduction)

The SCICA Toolkit containing the tools needed for SCICA deployment and application is being developed. If you would like a copy, please contact Dr Guy Mussamba, VillageReach