Supply Chain Investment Coordination and Advocacy (SCICA)

General presentation
February 2023
Contents

1. Why SCICA?
2. What is SCICA?
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Why SCICA?
What needs does the SCICA approach meet?

**SCICA CONTRIBUTIONS**

- System for coordinating investments and interventions in the SC
- Leadership of government managers in prioritization of needs

**RESULTS**

- Adequacy of investment volume – SC capacity needs
- Good targeting of investments – alignment with priorities from the country

**NEEDS**

- Increased availability of medicines and other health products at all levels
- Quality of medicines and other health products
### Advantages of the SCICA approach in the DRC

<table>
<thead>
<tr>
<th>FOR THE GOVERNMENT OF THE DRC</th>
<th>FOR TECHNICAL AND FINANCIAL PARTNERS</th>
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<tbody>
<tr>
<td>This approach reinforces the leadership of the Congolese Govt and thus increase the appropriation of the SC by the latter</td>
<td>Approach co-developed with experts from the MSP of the DRC, and disseminated by Note Circulaire, which incorporates good practices</td>
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<tr>
<td>SCICA allows Govt. to define the priorities of the CA and not the donors or TFPs</td>
<td>Approach validated by the Govt. and consistent with that of the GIBS for the coordination Govt.-donors</td>
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<tr>
<td>Approach co-developed with experts from the MSP of the DRC, and disseminated by Note Circulaire, which incorporates good practices</td>
<td>An innovative approach that improves the alignment of financing donors and the priorities of the Govt.</td>
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<td>Approach which is part of the MEO of the PNDS Cropped 2019 – 2022 and which constitutes one of the strategies of this plan</td>
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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

**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

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**Overview presentation of Supply Chain Investment Coordination and Advocacy (SCICA) in the DRC**
SCICA scope

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

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.
Objective

Implement a management approach within Government that leads supply chain investments, based on the objectives and contributions of existing interventions, and coordinates interventions to achieve the greatest impact.

Approach

Provide technical assistance at the national (programmes) and provincial (DPS) level to build capacity in Supply Chain management, with testing of the approach in 2020 at the national (PNSR) and provincial (DPS Kinshasa) levels and extension from 2021 to other programs and provinces in the DRC.
Presentation Supply Chain Investment Coordination and Advocacy (SCICA)

Scope: Downsizing by one province (Central Kongo). We remain in 3 DPS (Kinshasa, Haut Katanga and Tshopo).

Approach: (1) Organization of annual reviews in 5 programs (PNSR, Nutrition, HIV, Malaria & Tuberculosis) and in 3 provinces (Kinshasa, Haut Katanga and Tshopo). (2) Institutionalization of the SCICA approach with successive validation by the CNM and CCT followed by the signature of a circular note. (3) Start of the transition process of the SCICA approach

Toolkit SCICA: Development of the training module on the use of the SCICA toolbox.

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Scope: 2 programs (Malaria and Tuberculosis) and in 2 additional provinces (Haut-Katanga and Tshopo).

Approach: (1) Organization of annual reviews in 5 programs (PNSR, Nutrition, HIV, Malaria & Tuberculosis) and in 4 provinces including 2 additional ones (Haut Katanga and Tshopo). (2) Institutionalization of the SCICA approach with successive validation by the CNM and CCT followed by the signature of a circular note.

Toolkit SCICA: Development of the training module on the use of the SCICA toolbox.

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Scope: 2 additional programs (Nutrition & Aids) and one additional province (Kongo Central)

Approach: Organization of 1st annual reviews in 3 programs (PNSR, Nutrition & HIV) and in 1 additional province (Kongo Central)

Toolkit SCICA: started the development of the SCICA v1 toolkit

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Scope: PNSR (reproductive health) and Kinshasa DPS

Approach: Développement de la charte SCICA et organisation de la revue des investissements à Kinshasa avec focus sur les contraceptifs

Toolkit SCICA: started the development of the SCICA v1 toolkit

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Progress – SCICA (Feb. 2020 – Oct. 2022)
# Status of SCICA implementation in the DRC

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<tr>
<th>Programs</th>
<th>Annual Review 1</th>
<th>Annual Review 2</th>
<th>Annual Review 3</th>
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<th>Quarterly 1</th>
<th>Quarterly 2</th>
<th>Quarterly 3</th>
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<td>2023</td>
<td>Q1 2022</td>
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<td>Q2 2023</td>
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<td>Tshopo</td>
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<td>Q1 2023</td>
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<td>Upper Katanga</td>
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<td>Q2 2023</td>
<td>Q3 2023</td>
<td>Q1 2024</td>
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Presentation: Supply Chain Investment Coordination and Advocacy (SCICA)
Summary of results by axis

**PARTICIPATION**

**Acquired**
- All of the respondents find the approach useful for the useful improvement of SC.

**Improvement points**
- Participation of trained Champions in all activities
- Participation of PTFs in the process

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**COMPREHENSION**

**Acquired**
- The right level of mastery of SCICA tools in general
- Knowledge of SCICA tools as a whole.

**Improvement points**
- Understanding the content of all phases of the approach
- Mastery of tools for mapping stakeholders and interventions in CA and review tools.

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**FUNCTIONING**

**Acquired**
- The presence of Leaders and Champions trained in the conduct of SCICA reviews at all levels
- The unanimity of the actors on the fact that the SCICA approach makes it possible to really or completely identify the bottlenecks of their entities.

**Improvement points**
- Effective operation of the charter coordination committee
- The use of the results of the investment review in funding requests.

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**ADDED VALUE**

**Acquired**
- Respondents said the SCICA process was better than methods used previously.

**Improvement points**
- The full integration of SCICA in funding requests and in the coordination of interventions.
- The average improvement in the adequacy and coordination of funding in the areas of use of the results in the decision-making and funding requests of the SC.
How to find out more?

For more information on the SCICA approach, please contact
Dr. Guy Mussamba—SCICA Project Manager
guy.mussamba@villagereach.org
Tel: +243 998 181 789

For more information on SCICA implementation in the DRC, please contact
Eder Mbolela—Project Officer and SCICA Provincial Lead
eder.mbolela@villagereach.org
Tel: +243 823999082

For more information on the SCICA perception survey in the DRC, please contact
Doris Mukwanga—Officer SCICA
doris.mukwanga@villagereach.org
Tel: +243 858245598

NATIONAL CHARTER PNSR
KINSHASA PROVINCE CHARTER
SCICA Toolbox

To obtain a copy of the SCICA national charter, please contact ACOREP or the National Drug Supply Program (PNAM).
To obtain a copy of the SCICA Provincial Charter, please contact the DPS Kinshasa, Kongo Central, Tshopo and Haut Katanga) (Technical Support Office and the Provincial Coordination of Reproductive Health).
The SCICA Toolkit containing the tools and their instructions needed to deploy and implement the SCICA approach is available. If you would like a copy (in French only), please contact Dr Guy Mussamba, VillageReach.
Translated with www.DeepL.com/Translator (free version)
Appendices
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.
I. Definition of key concepts

**CONTINUOUS IMPROVEMENT**
- Process that focuses 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
Positioning of actors (Roles of actors)

Use the results of SCICA reviews (PAO, investment requests)
- Decision makers from the Department of Studies and Planning (DEP);
- PNAM decision-makers through the CNM
- ACOREP
- Donors (WB, GF, etc.), TFPs

Prioritize SC strengthening needs
- Directors of Specialized Departments and Programs
- Representatives of GIBS – SGM
- Heads of Provincial Health Divisions
- Representatives of Technical and Financial Partners in the provinces

Prepare SCICA reviews
- Technical experts from central departments, specialized programs and technical support partners
- Technical experts from the DPS, Provincial Coordinations and technical support partners in the provinces
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.

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

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:

- 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

PRE-REQUISITES
- 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

ANALYSE AND PREPARE THE SC INVESTMENT REVIEW
- 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.)

CONDUCT THE SC INVESTMENT REVIEW
- 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

CONDUCT QUARTERLY CHECK-INS
- 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
Introducing the SCICA Toolkit

The Toolkit is a SOP which includes a flow diagram in which all the steps of the SCICA approach have been described. For each step, the Toolkit contains the associated tools and instructions.