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Enhancing Supply chain Performance in the public sector: The “*GATE KEEPERS*” model of supply chain monitoring

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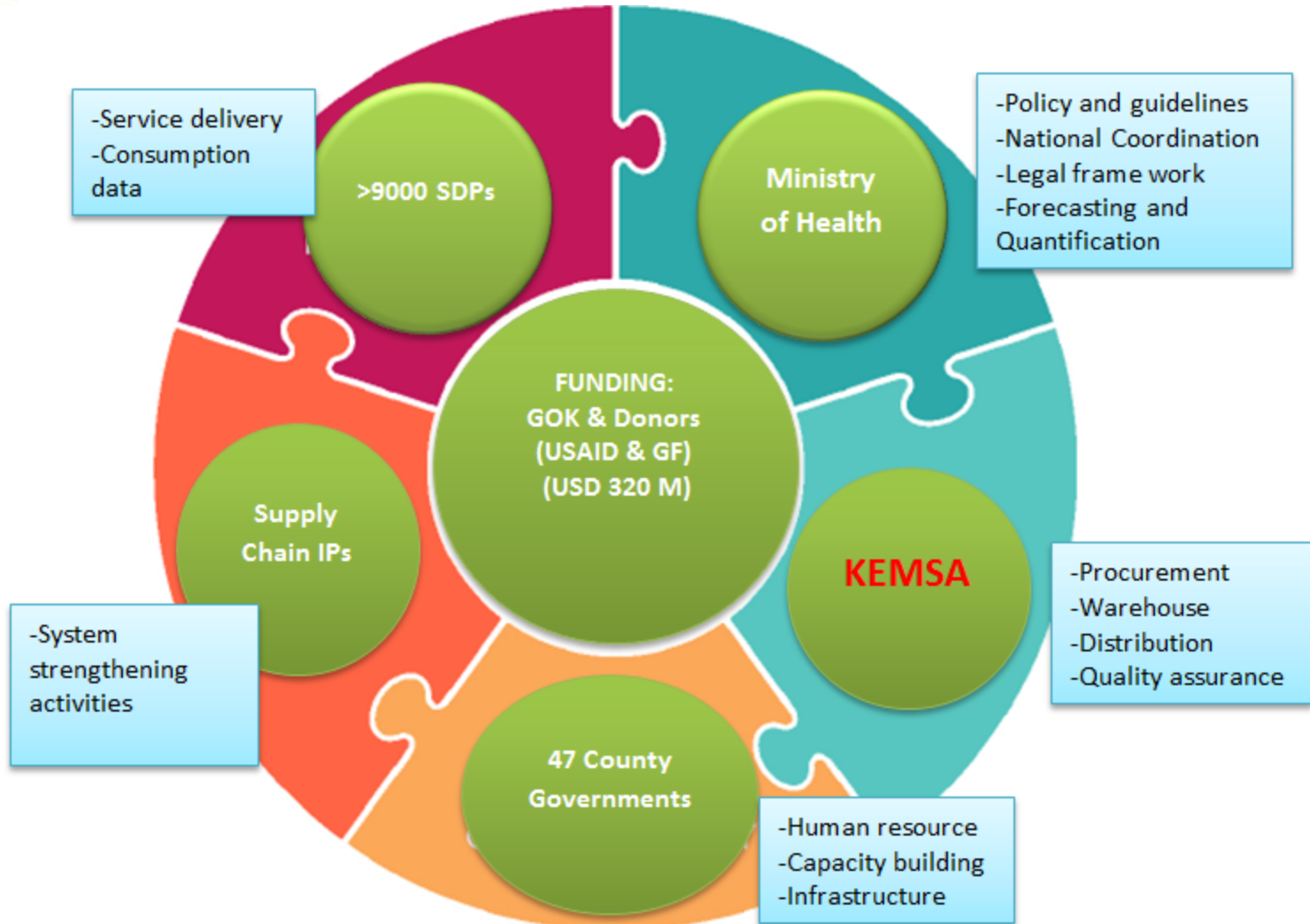
Learning Points

- Kenya's supply chain landscape
- Paradigm Shift towards self reliance
- Innovations in supply chain monitoring
- Understanding the gate keepers model of supply chain monitoring
- AGILSTAR framework
- Outcomes of implementation of the model
- Lessons learnt
- Conclusions
- Recommendations



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Kenya's Supply Chain Wheel



2018 Global Health Supply Chain Summit
Lusaka, Zambia



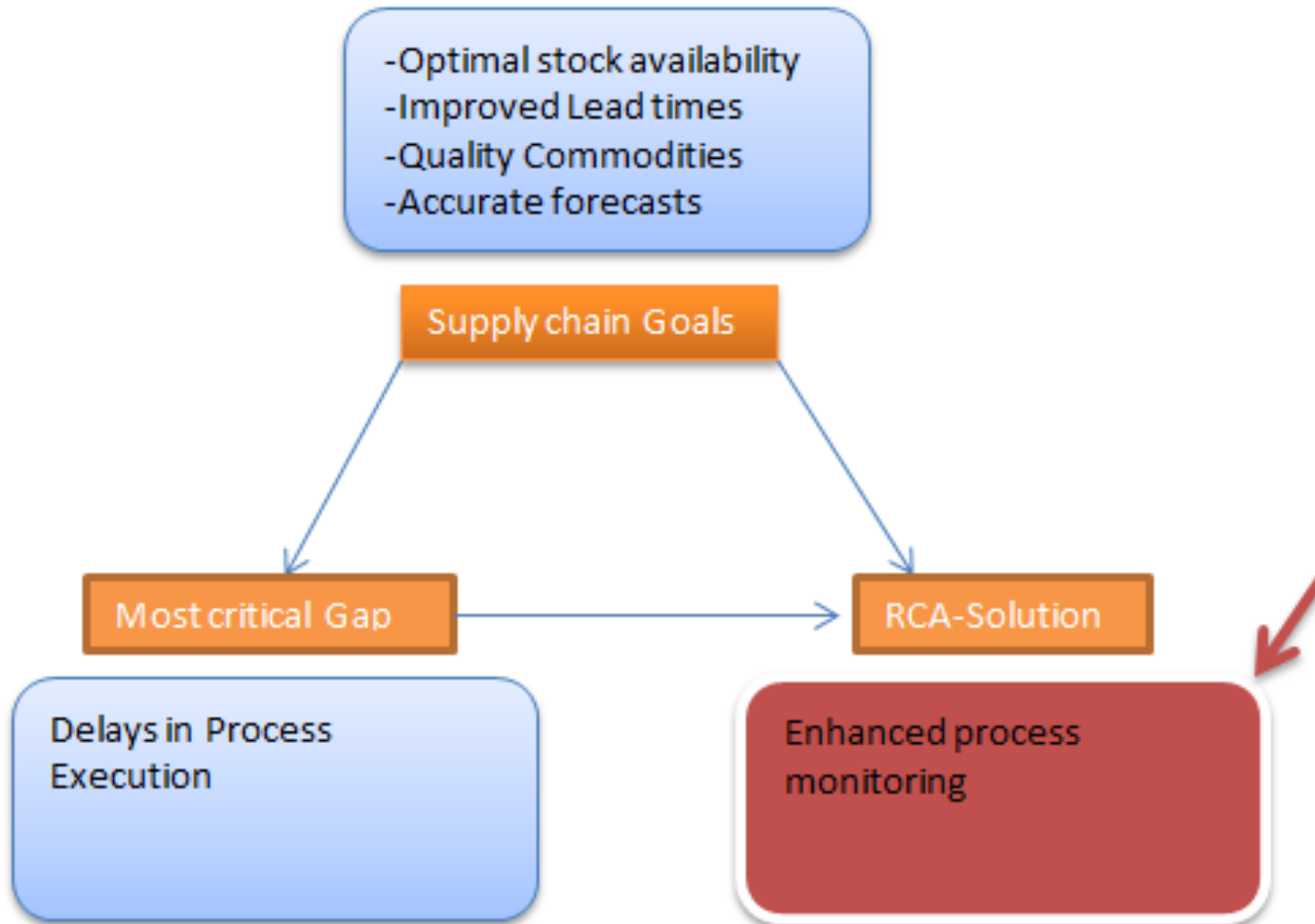
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A paradigm shift towards self-reliance

Kenya's Donor Paradigm shift towards Supply chain self reliance

SUPPORT CATEGORY	FROM	TO...
HEALTH PROGRAM	FAMILY PLANNING	+ MNCH; MALARIA; HIV/AIDS EMERGING PANDEMIC THREATS
PROCUREMENT & SUPPLY	USAID MECHANISMS	KEMSA
COMMODITY OF FOCUS	PHARMACEUTICAL	+ LABORATORY SUPPLIES & MEDICAL EQUIPMENT
PROCUREMENT SOURCE	INTERNATIONAL	+ LOCAL
SYSTEMS STRENGTHENING	KEMSA	+ COUNTY; SUB-COUNTY; FACILITY; MOH
FACILITY SYSTEMS STRENGTHENING	HSS National level IP	+ SERVICE DELIVERY PARTNERS
APPROACH	VERTICAL + INTEGRATED	→ INTEGRATED

The problem- & RCA Solution





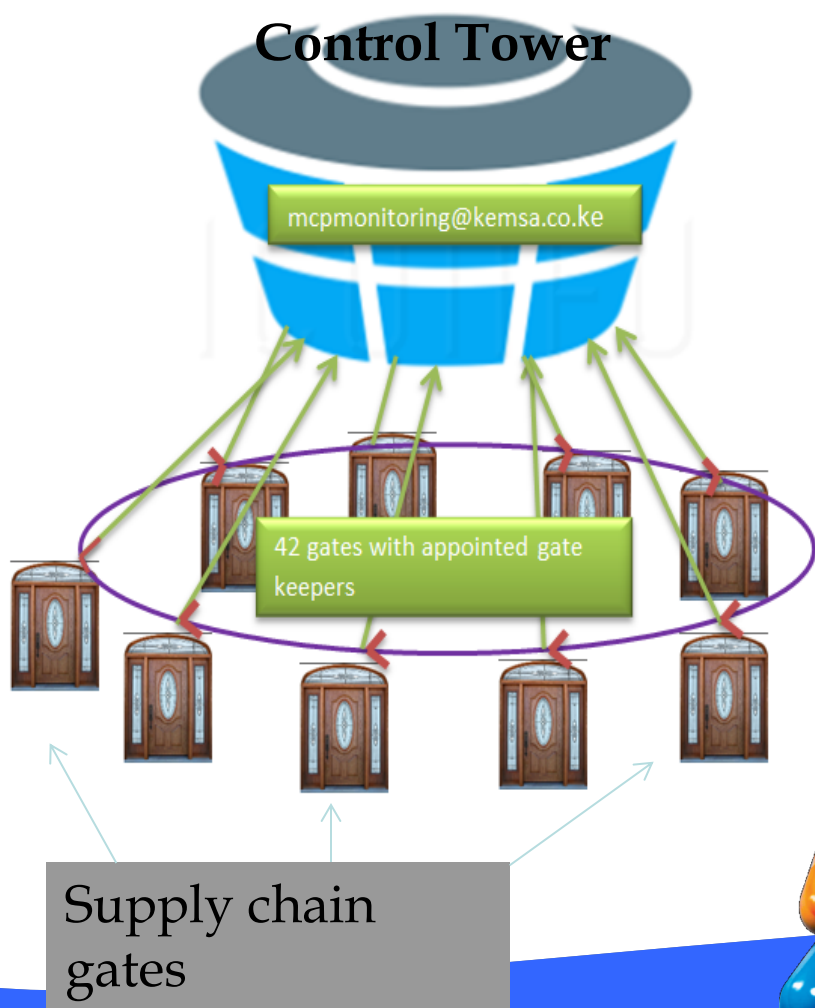
Motivation

This project is driven by the need to:

- Improve supply chain performance.
- Increase access to essential medicine in Kenya.

The long bureaucratic public procurement and inbound processes coupled with divergent stake holder demands poses a major constraint in establishing a reliable supply chain for health commodities in Kenya.

Gate keepers model of supply chain monitoring

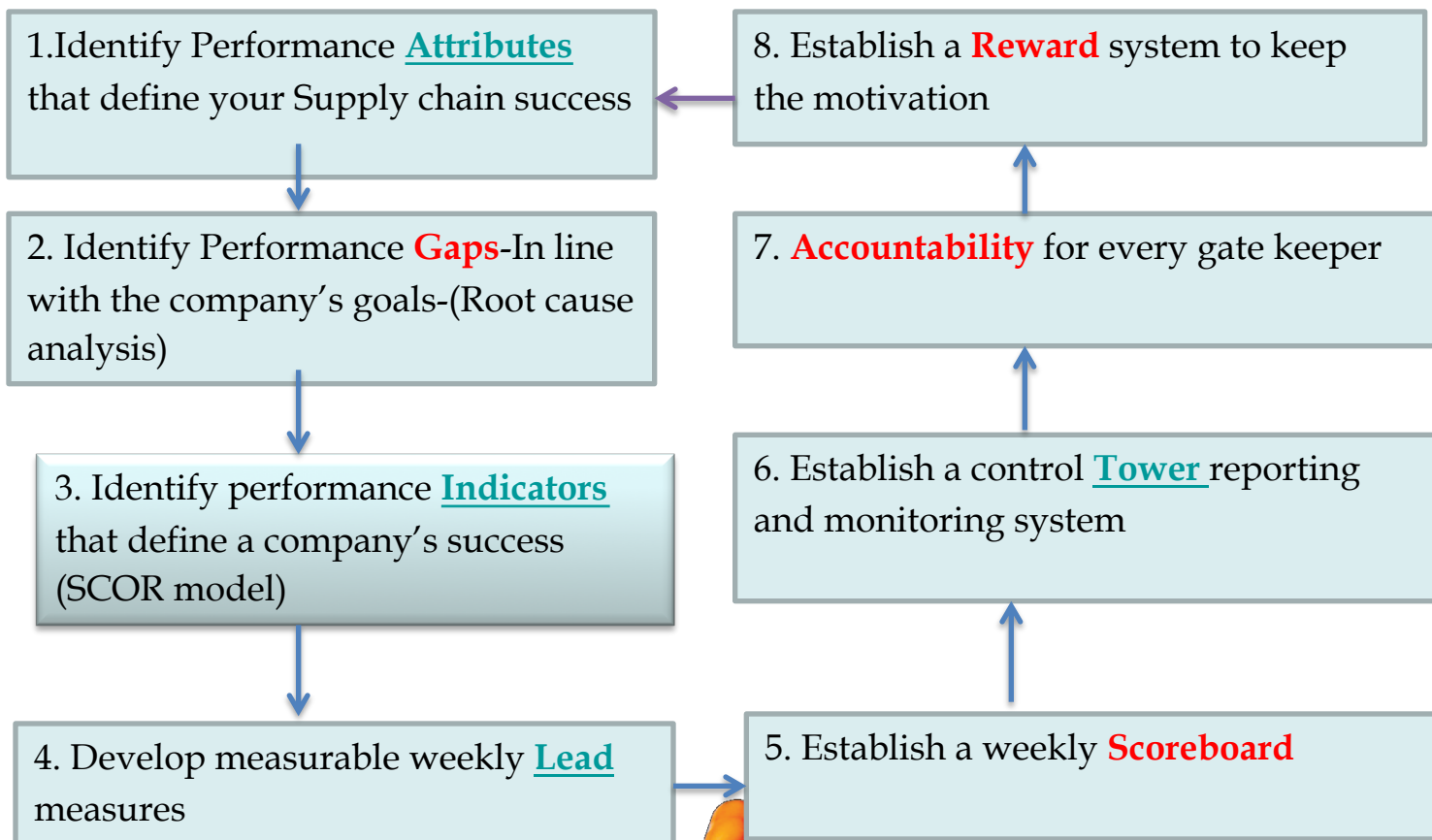


- Gate keepers model is based on the concept of a supply chain as having gates at each of its processes which if not 'maintained' will lead to Supply chain disruption.
- An Hybrid of three internationally recognized supply chain and business performance improvement methodologies; lean six sigma, SCOR model and 4DX.



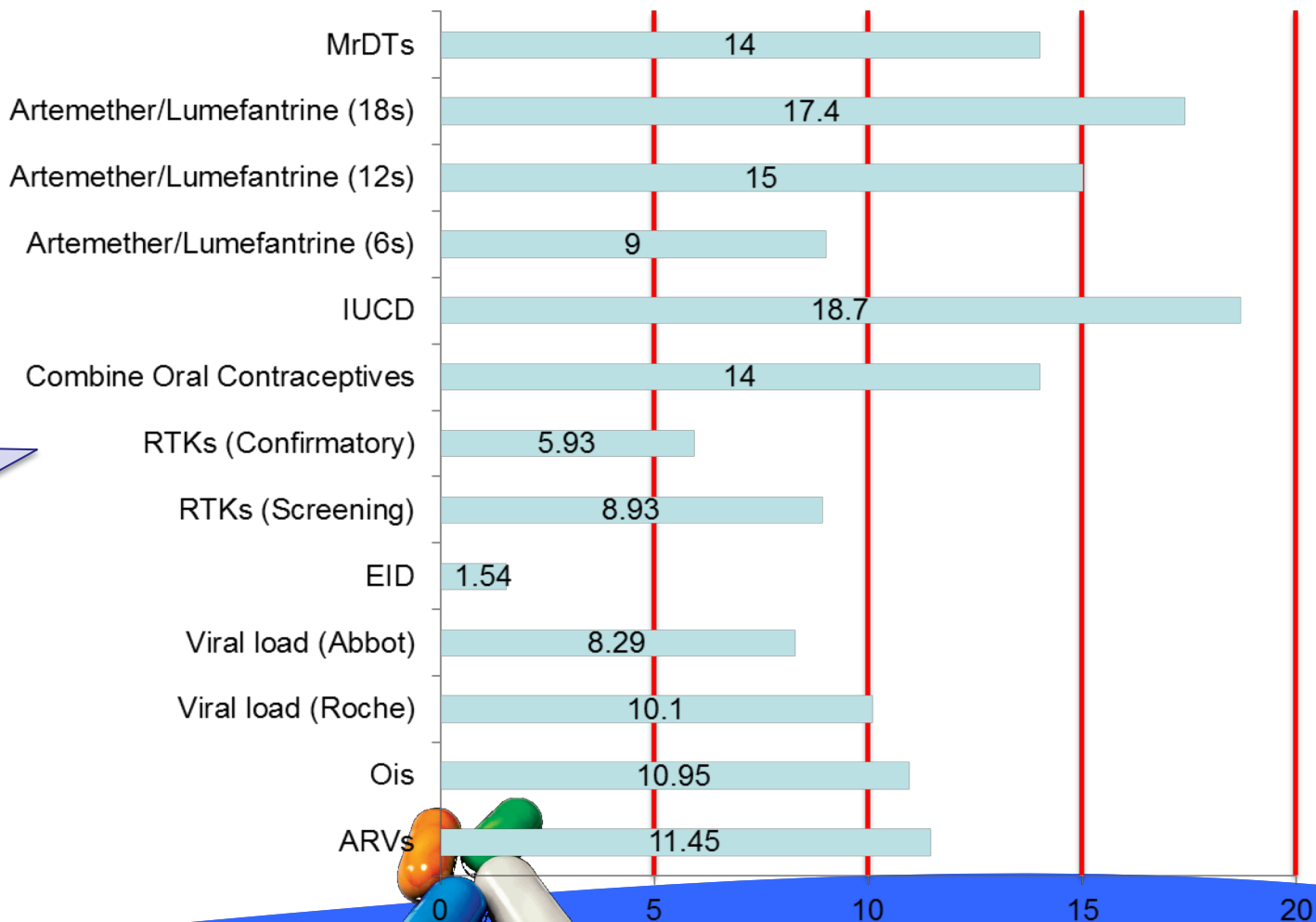
AGILSTAR conceptual framework

Architecture on to which the model operates

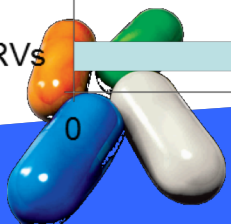




MOS (Pending with suppliers +warehouse) Oct 2018



11.17 over all
Average
MOS in the
supply chain

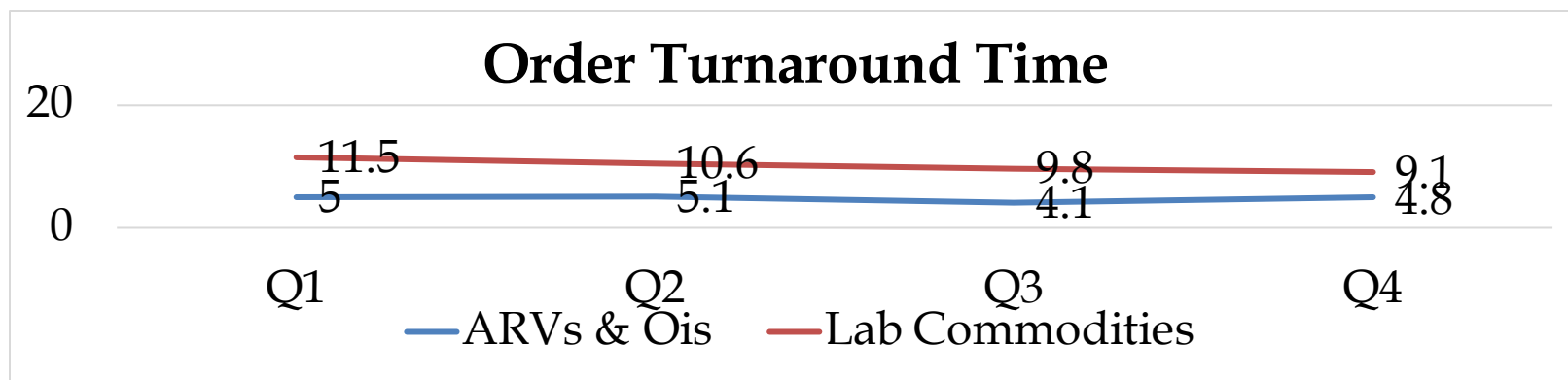


Gamekeepers outcomes-Order fill rate &TATs



Category	Order fill rate	Target
ARVs/OIs	96%	100%
Laboratory Commodities	99%	100%
Malaria Commodities	98%	100%

Procurement Method	Realized Turn Around time	Target Turn Around Time
Request for Quotation	196	125
Direct Procurements	116	117





Best prices achieved globally leading to USD 1.6M savings

Item description	GRP Median 2017 (USD)-EX price	2017 factory price	KEMSA Realized Price (USD)-DDU price
Abacavir/Lamivudine 600/300mg, pack of 30s		8.89	8.8
Tenofovir/ Lamivudine 300/300mg pack of 30s		3.95	2.77
Tenofovir/Lamivudine/Dolutegravir 300/300/50mg pack of 30s		6.75	6.4
Lopinavir/Ritonavir 100/25mg, pack of 60s		10.94	6.5

Comparison of the Lowest Global Reference Prices (Mean of CHAI, GF and SCMS Prices) Against KEMSA Price



Gatekeepers model has:

1. Enhanced cross functional collaboration within the supply chain.
2. Eliminated information silos and enhanced information visibility within the various supply chain functions.
3. Availd Real time information to support decision making.
4. Created an Information platform to maintain a trajectory of continuous improvement.



Conclusion

The Gate keepers model and AGILSTAR-framework links supply chain goals, business process, metrics, best practices and performance into a unified structure to support communication among different department to improve the effectiveness and efficiency in supply chain management.



Even as most supply chains focus on technological enablement to drive supply chain excellence, an equal share of effort need to be invested in the people component.

Focus in the human resource provides a more affordable approach to innovation by optimizing the available resources especially in resource restrained set ups.



References

1. ***The four disciplines of strategy execution (4DX)***
2. ***Supply Chain Operations Reference Model (SCOR) revision 11.0***
3. ***Lean six sigma methodologies (RCA)***





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