



**Global Health**  
Supply Chain Summit

[ABSTRACT 14]  
[TRACK 16.1.]  
[14<sup>TH</sup> NOVEMBER 2024]

LAGOS, NIGERIA ~ NOVEMBER 12-15

2024

**VALUE CHAIN INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE**



# SUSTAINABILITY INNOVATIONS FOR UNIVERSAL HEALTH COVERAGE IN HEALTH SYSTEM SUPPLY CHAIN IN NIGERIA

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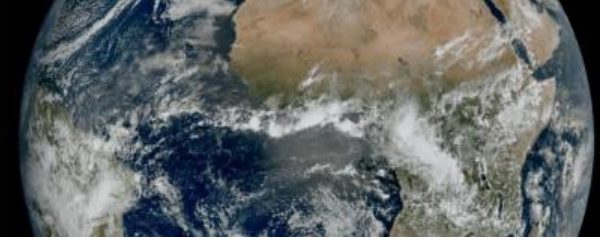
# OBJECTIVES



- To present some value chain innovations in the health product supply chain management in Nigeria
- To present the **FMoH model of the DMA** (Drug Management Agency) - as a veritable tool in our march to UHC in Nigeria



# OUTLINE



- About NPSCMP
- Background
- Objectives
- Abstract
- Research question
- Method and data
- Summary of findings
- Key contributions
- Lessons learnt
- Conclusion





# Introduction



# About NPSMCP



## WHO WE ARE

- We are the institution of the Federal Government of Nigeria with the mandate to lead and govern the Health Supply Systems of the country – through the Department of Food and Drug Services, FMoHSW

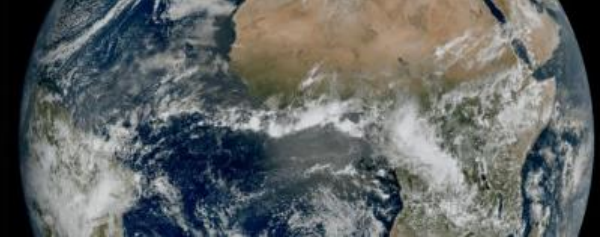
## WHAT WE DO

- We provide the STANDARDS for the management of the Health Supply Chain and ensure they are adopted and used appropriately.
- Standards include but not limited to - Policies, Frameworks, Strategies, Blueprints, Guidelines SOPs, HR & Lexicon.
- Target users include programmes, states, and other entities

*NOTE: Whenever paradigms (assumptions & approaches) shift significantly, we move to redesign the system and generate new standards.*

*POLICY GUIDE – Universal Health Coverage (UHC)*

# ABSTRACT



To achieve universal health coverage, a sustainable healthcare supply chain requires a government-led system that emphasizes:

- Effectiveness
- Efficiency
- Resilience
- Strong governance, and
- A business-focused mindset.

*(National Health Product supply chain implementation Plan, NHPSCIP, 2021-2025)*



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# ABSTRACT



To achieve universal health coverage, a sustainable healthcare supply chain requires a government-led system that emphasizes:

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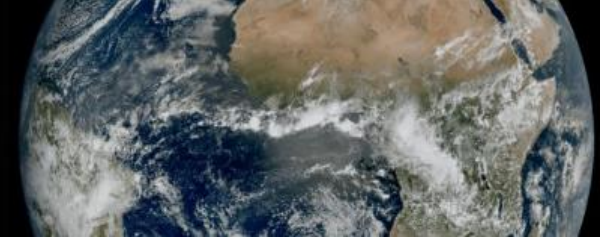
*(National Health Product supply chain implementation Plan, NHPSCIP, 2021-2025)*



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# RESEARCH QUESTION



*Which value chain innovation can be applied to establish an efficient, effective and sustainable supply chain in line with universal health coverage?*

# BACKGROUND



- FMOH led the development of the maiden National Health Supply Chain Strategic and Implementation Plan (NHSCSP) 2021-2025.
- The strategy aims to create a patient-centred supply chain standard that will achieve significant levels of efficiency and effectiveness in the delivery of healthcare products to Nigerians in line with Universal Health Coverage (UHC).
- The strategy uses the business-like and stakeholder-inclusive approach to deliver the mandate of government to save/improve lives; in an agile, reliable and responsive manner.
- The strategy has identified a well governed, public aligned DMA with a functional DRF as a core component of State Health Supply System to achieve a resilient and sustainable health supply chain system.





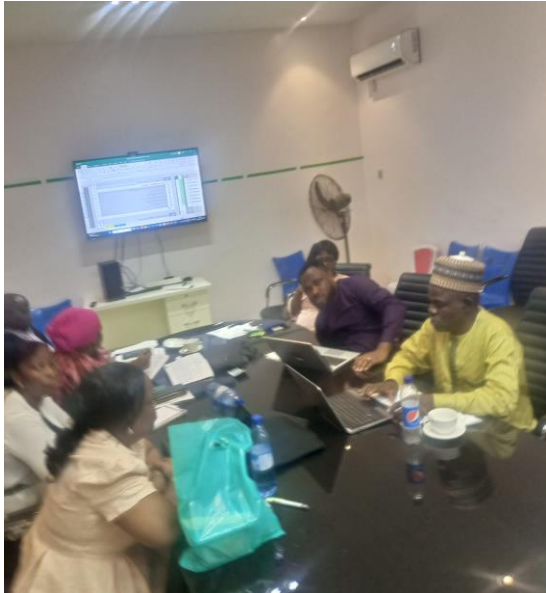
# Implementation Approaches

# METHOD AND DATA

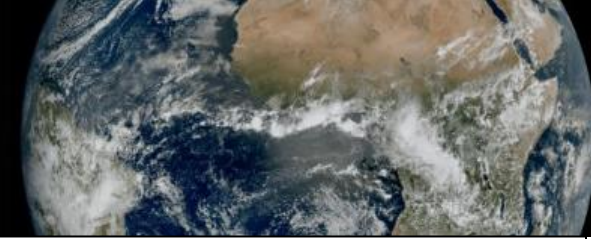


## 1. IMPLEMENTATION APPROACHES:

- i. **Balanced SYSTEM MATURITY & BUSINESS/OPERATIONAL development.**
  - Deliberate effort is made to mature the system while improving operations and business.
  - Any imbalance causes stagnation of the system
- ii. **VULNERABILITY CONTROL**
  - The Government-managed business is considered to be highly vulnerable to decapitalization.
  - The greater number of DRF-based schemes set up by government between 1987 and 2020 collapsed or stagnated
  - Hence, the FMoHSW model was designed to control all known and potential vulnerabilities.



# METHOD AND DATA



## 2. INTERVENTION APPROACHES - continued:

### i. PUBLIC SOCIAL RESPONSIBILITIES (PSR)

- UHC cannot be attained without **EQUITABLE COVERAGE** – a large number of the vulnerable and hard-to-reach populations cannot afford what they need
- Hence, the FMoHSW Model of the DMA is **NON-CAPITALIST** oriented as it must cater for a large number of the needy.
- Public social responsibilities include - Exemptions, deferrals, price equalization, emergency treatment support, orphaned programme support, etc.



# METHOD AND DATA



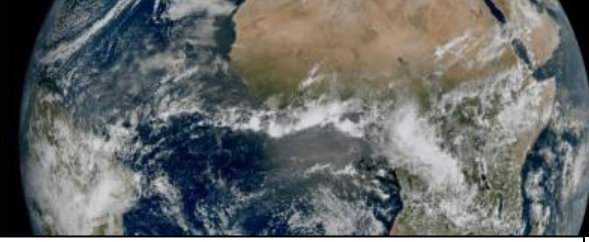
## 2. INTERVENTION APPROACHES - continued:

### ii. GOVERNMENT-LED

- Whatever will add unnecessary layer of costs to the patient is avoided
- Hence, government officials are trained to function like private-sector operators.
- The government voluntarily outsources services that she finds distracting or challenging.



# METHOD AND DATA



## 2. INTERVENTION APPROACHES - continued:

### iii. STANDARDIZATION OF PROCESSES

- NPSCMP strives to provide standards for most aspects
- States adopt or adapt the standards

NOTE: The Maturity tool contains 23 main criteria and 150 sub-criteria that attest to standards

### iv. DATA-DRIVEN

- OUTCOME KPIs
  - % of health Facility coverage; # of SKUs, on-shelf availability, business volume;

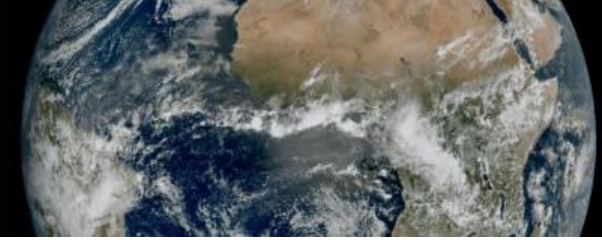




# Implementation Processes



# METHOD AND DATA



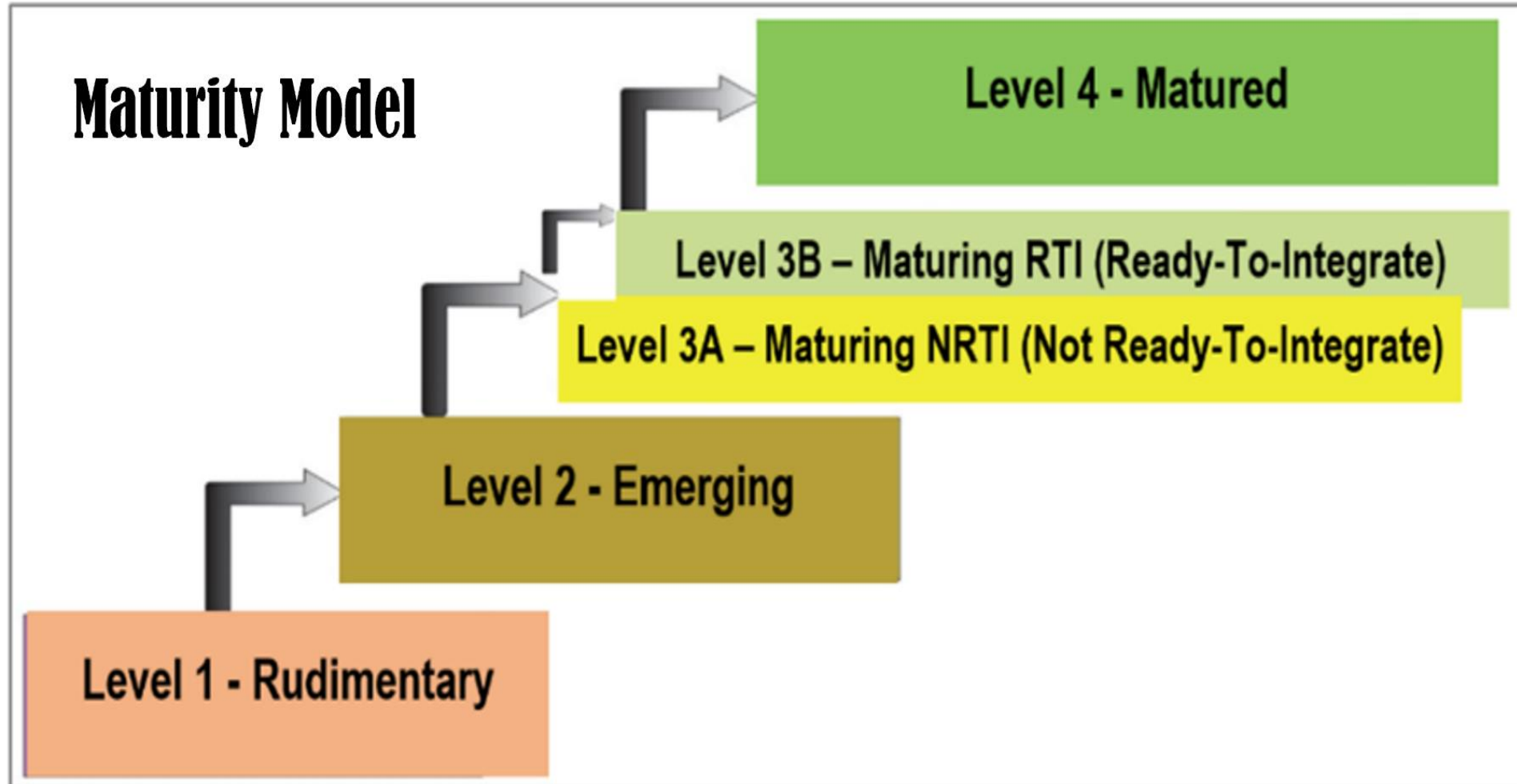
## 3. PROCESSES

- i. **ALGORITHM:** Development of state engagement Algorithm
- ii. **STATE ADOPTION OF STRATEGY:** The state is supported, through stakeholder engagement, to align their vision of change with the National strategy. This leads to adoption.
- iii. **MATURITY ASSESSMENT:** The State Health Supply System (SHSS) is assessed.

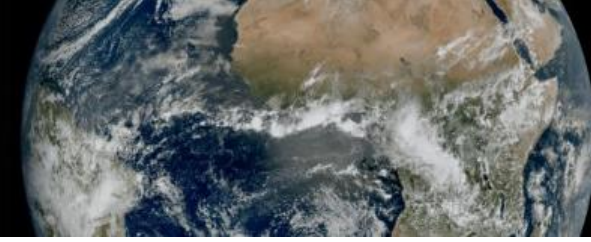
**NOTE:** We developed and implemented the first **MATURITY MODEL** and **TOOL** that are adapted to the Public Health Supply Chain context



# METHOD AND DATA



# METHOD AND DATA



## 3. PROCESSES -contd

- iv. Setting up and empowering the Change Management Teams (CMTs)
- v. Setting up and empowering the GOVERNANCE TEAMS
- vi. Development of transformational plans
- vii. Activation of Business - enabled by brokered & protected PPP arrangements (MoUs).
- viii. Implementation of transformational plans
- ix. Periodic evaluations, capacity developments, upgrade of systems and processes, etc.





# Results

# 4. Institutional Outcomes

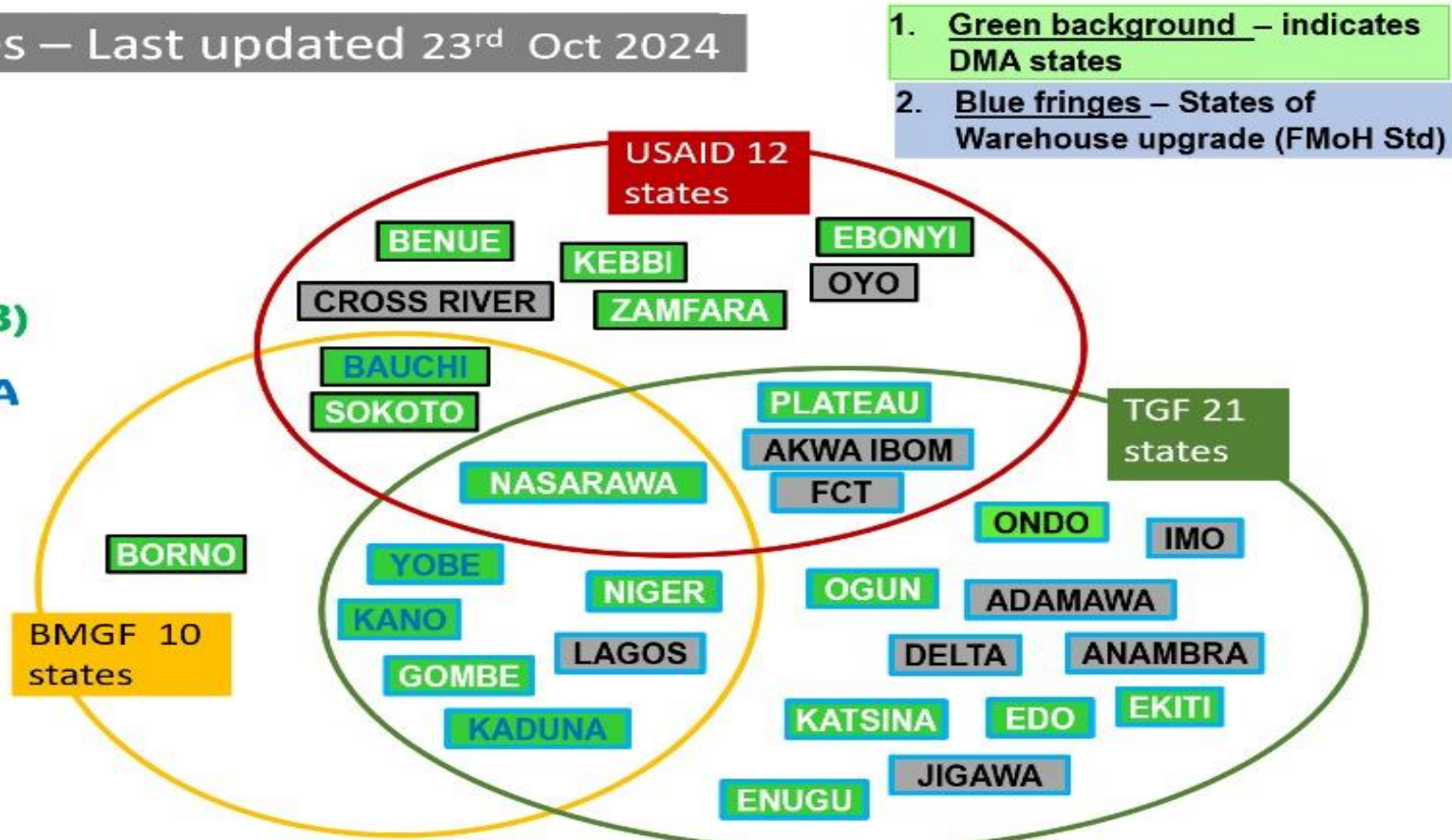
Mapping of DMA states – Last updated 23<sup>rd</sup> Oct 2024



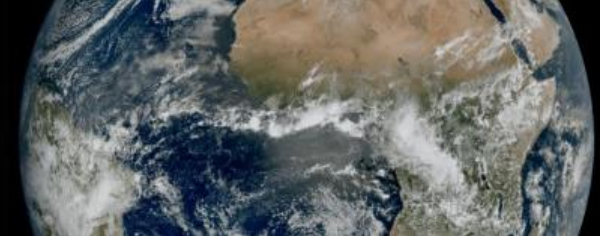
- 1. DMA States Count : (23) of the (36 +1) = 62%
- 2. Blue Font – MNRI DMA states (4/23)

**Yet-to-be-supported states**

BAYELSA	KWARA	RIVERS
KOGI	ABIA	OSUN
	TARABA	



# METHOD AND DATA

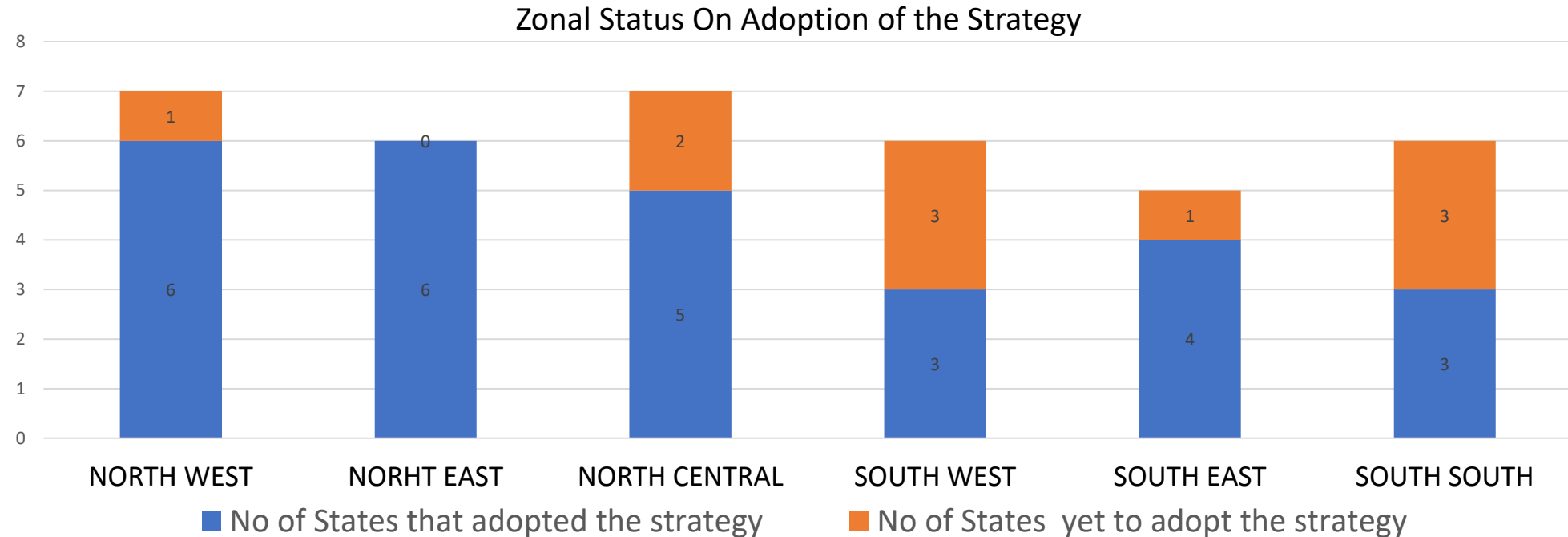


## Upgrading of infrastructure

- 22 warehouses in 21 states have been upgraded to pharma-grade
- NHLMIS: a platform for enhanced visibility from national to subnational levels
- mSupply: a platform for visibility of the warehouse stock management



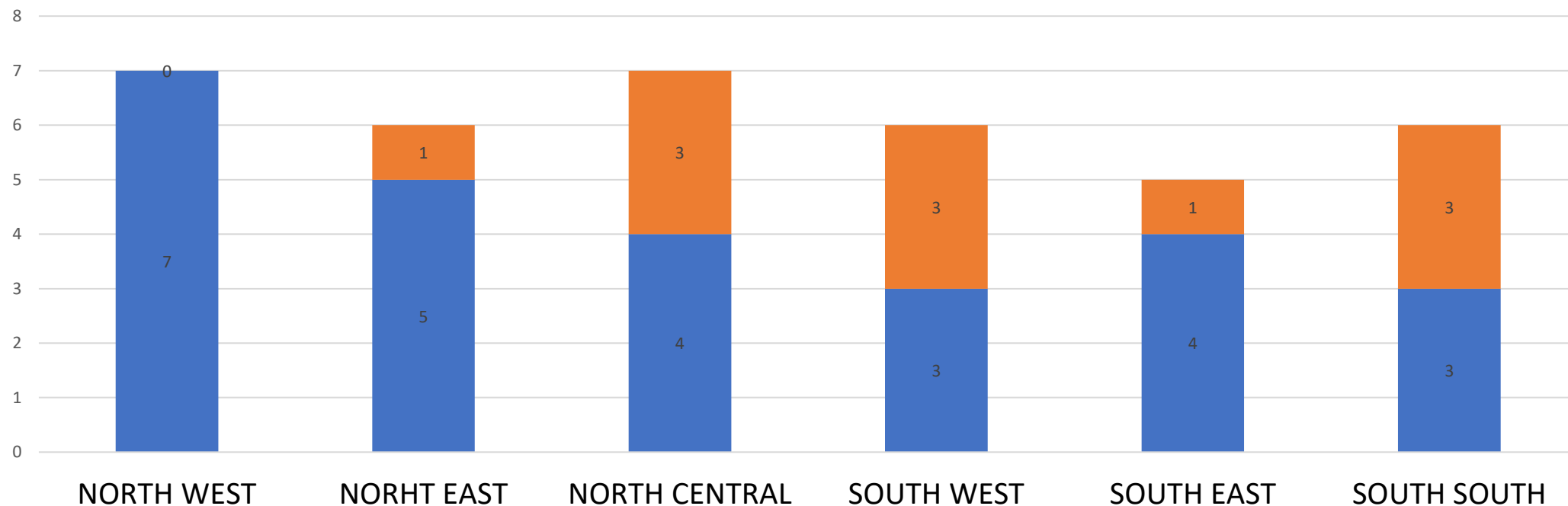
# ADOPTION OF NATIONAL HEALTH PRODUCT SUPPLY CHAIN STRATEGY AND IMPLEMENTATION PLAN (2021-2025)



ZONES	NORTH WEST	NORHT EAST	NORTH CENTRAL	SOUTH WEST	SOUTH EAST	SOUTH SOUTH
ADOPTED	Kaduna, Kano, Kebbi, Zamfara, Sokoto, Jigawa	Bauchi, Gombe, Adamawa, Borno, Yobe, Taraba	Nasarawa, Benue, Niger, Plateau, FCT	Ekiti, Ogun, Ondo	Anambra, Ebonyi, Imo, Enugu	Edo, Delta, Akwa Ibom
NOT ADOPTED	katsina		Kwara, Kogi	Osun, Lagos, Oyo	Abia	Rivers, Bayelsa, Cross river

# BASELINE ASSESSMENT OF STATE HEALTH SUPPLY SYSTEM

Zonal Status of States Assessed



■ No of States Assessed    ■ No of States yet to be Assessed

ZONES	NORTH WEST	NORHT EAST	NORTH CENTRAL	SOUTH WEST	SOUTH EAST	SOUTH SOUTH
ASSESSED	Kaduna, Kano, Kebbi, Zamfara, Sokoto, katsina, Jigawa	Bauchi, Gombe, Borno, Yobe, Adamawa	Nasarawa, Niger, Plateau, FCT	Ekiti, Ogun, Ondo	Enugu, Ebonyi, Anambra, Imo	Edo, Delta, Akwa Ibom
NOT ASSESSED	NIL	Taraba	Kwara, Kogi, Benue	Osun, Lagos, Oyo	Abia	River, Bayelsa, Cross river



# FINDINGS OF STATES' ASSESSMENT

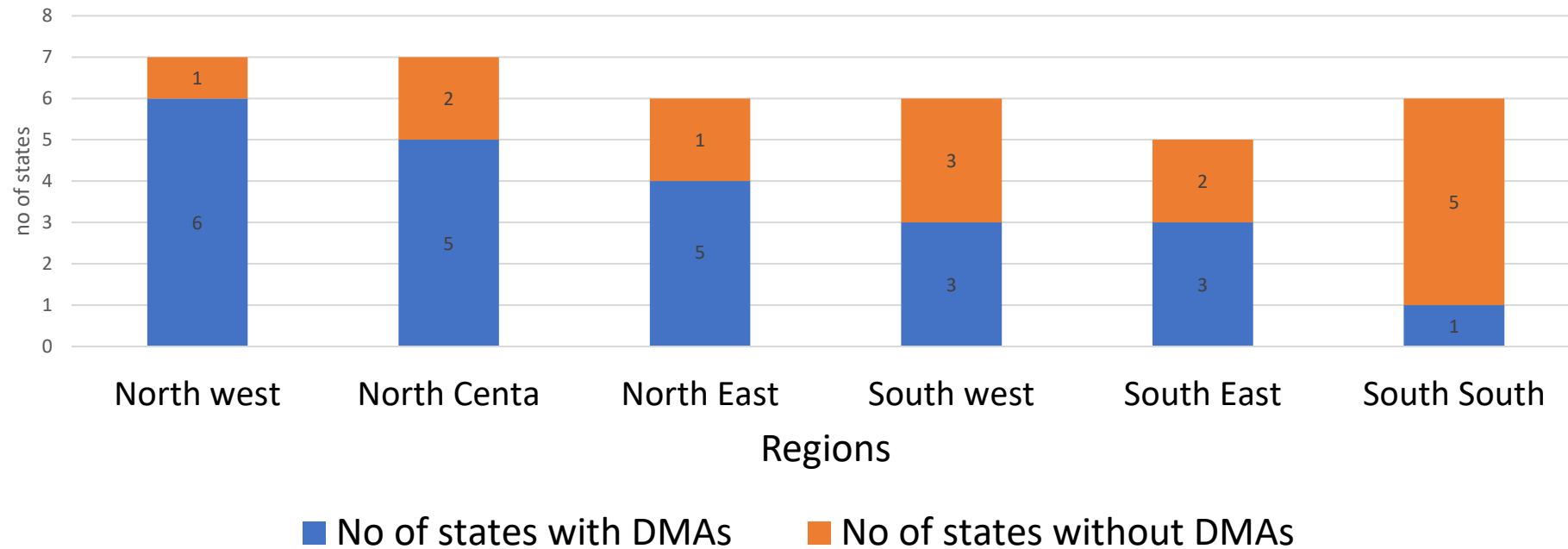
S/N	DMA CATEGORY	NO OF STATES	DEFINITION
1	Emerging	19	A state that has demonstrated commitment to transform her health supply system to a DMA through, at least, indicating strong political will, funding investment and a management team but still implementing processes that are largely unpredictable and reactive
2	Maturing not- ready –to integrate	4	This is a DMA backed by appropriate legislation, funded and is implementing activities based on a developed and adopted Operational Manual. This DMA is yet to have a clearly defined strategy within the Manual, with an Organizational structure duly adopted, and evidence of a quality improvement plan for supply chain



# Zonal Analysis of DMA Implementation in Nigeria

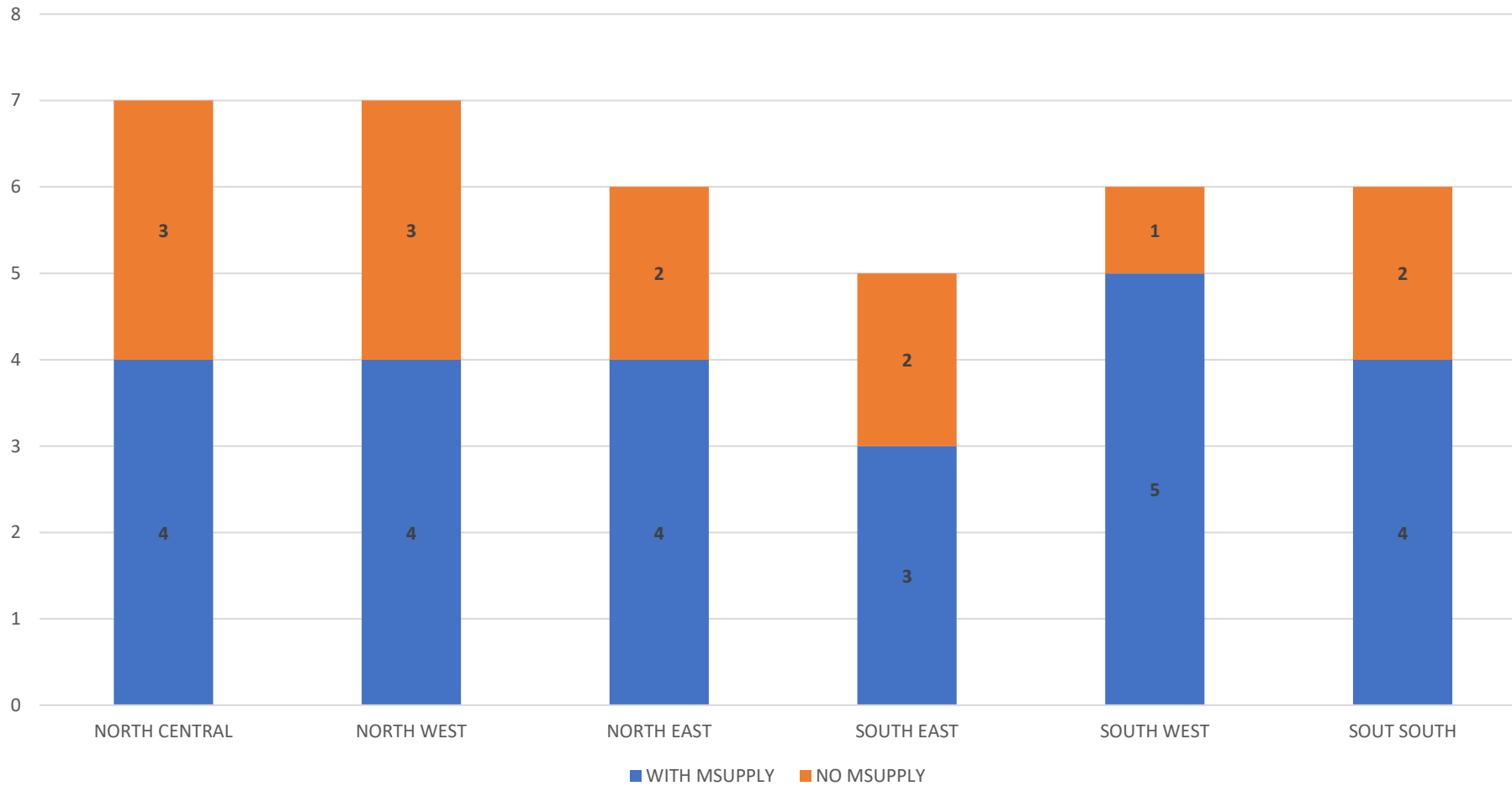


STATES WITH DMA BY GEOPOLITICAL ZONES



Zones	North west	North Centa	North East	South west	South East	South South
STATES WITH DMA	Kadun, Kano, Kebbi, Zamfara, Sokoto, katsina	Benue,Kogi,Nasara wa, Niger,Plateau	Bauchi, Gombe, Borno, Yobe, Taraba	Ekiti, Ogun, Ondo	Abia, Enugu, Ebonyi	Edo
STATES WITHOUT DMA	Jigawa	Taraba, FCT	Adamawa,	Osun, Lagos ,Oyo	Anambra, Imo	Delta, River, Bayelsa, Cross river, Akwa Ibom

# Zonal status of m- Supply



# SUMMARY OF FINDINGS/ACHIEVEMENTS

<b>Financial muscle</b>	Necessary for the delivery of sustainable health supply chain services
<b>Public-Private Partnerships (PPPs) and framework contracting arrangements</b>	Enables procurement of high-quality health products at cost-effective prices, ensuring accessibility and affordability for the population
<b>Centralized procurement</b>	Results in significant cost savings and contributing to the financial sustainability of the health system supply chain
<b>Capacity building and training programs for supply chain personnel</b>	Ensures the workforce is equipped with the necessary skills and knowledge to handle complex supply chain processes
<b>Efficient, structured, and state-led distribution patterns</b>	Leads to increased health facility coverage
<b>Culture of continuous improvement</b>	Ensures regulatory compliance at every stage of the supply chain, from procurement to distribution which is critical for sustainability of supply chain of the healthcare system



# Lessons

# LESSONS LEARNT



- Optimized leadership and coordination by NPSCMP is crucial for a sustainable, resilient, effective and efficient health product supply chain management in Nigeria
- Integrated IT is crucial to achieving visibility and accountability along health supply chain in Nigeria
- Use of strategic information is an indispensable tool to improve learning and innovation in health supply chain management
- Upgrade of warehouses across the country to enhance integration
- Effective stakeholders' engagement through proper advocacy and communication
- Involvement of Private sector in pool procurement to achieve economy of scale



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