

SUPPLY CHAIN MANAGEMENT TOOLS

Chandani Y, Noel M, Pomeroy A, Andersson S, Pahl M, Williams T. 2012. *Factors Affecting Availability of Essential Medicines among Community Health Workers in Ethiopia, Malawi, and Rwanda: Solving the Last Mile Puzzle* in Am. J. Trop. Med. Hyg., 87(Suppl 5), 2012, pp. 120–126.

Useful description of the Theory of Change (TOC) framework used to guide and evaluate the Supply Chains for Community Case Management (SC4CCM) project. SC4CCM was able to use baseline data to identify and validate the most critical pathways in three focus countries: Ethiopia, Malawi, and Rwanda. This led to the development and use of country-specific TOCs to define hypothetical pathways to improved product availability within each national context.

Other references for this TOC framework:

SC4CCM. 2011. Theory of Change Model: Supply Chains for Community Case Management. Available at <http://sc4ccm.jsi.com/about-sc4ccm/theory-of-change>. Also described at <http://www.youtube.com/watch?v=JNHILE3SC9Q>.

ColaLife. Kit Yamoyo.

The Kit Yamoyo ('Kit of Life') is an anti-diarrhoea kit that contains 4g/200ml sachets of Oral Rehydration Salts (ORS), zinc, soap, and an instruction leaflet which carries the branding. The Kit Yamoyo packaging acts as the measuring device for the water needed to make up the ORS, a mixing and storage device and a cup. It is available in two formats: **The Original** (the AidPod), which can be transported in Coca-Cola crates, and **The Screw-top**, which is cheaper and can be manufactured locally. Descriptive Information at: www.colalife.org/about/aidpod/ or www.colalife.org/2012/10/17/the-kit-yamoyo-features-video/.

CORE Group, Save the Children, BASICS and MCHIP, 2nd Edition 2012. *Community Case Management Essentials: Treating Common Childhood Illnesses in the Community. A Guide for Program Managers*. Washington, D.C. Available at: <http://www.coregroup.org/storage/documents/CCM/CCMEssentialsGuide/ccmbook2012-online.pdf>.

Includes practical supply chain-related sections on choosing CCM interventions, ensuring medicines and supplies, and data management.

Dimagi and VillageReach. February 2013. *ICTs for Supply Chain Management in Low Resource Settings*. Seattle, Wa.

Comprehensive summary of ICT applications to SCM, including CCM applications.

Eichler R, Ergo A, Serumaga B, Rosen J, Miles G, Tukai M. August 2012. *Options Guide: Performance-Based Incentives to Strengthen Public Health Supply Chains – Version 1*. Bethesda, Md:Health Systems 20/20 project, Abt Associates Inc.

Performance-based incentives (PBI) explicitly link financial investment to results. PBI financially rewards supply chain actors for achieving a predetermined performance target. The Options Guide offers the reader a systematic framework to structure and document his/her thought process, rationale, and ultimate decisions made when designing a PBI initiative to strengthen supply chain performance.

iCCM Task Force Monitoring and Evaluation Subgroup. July 2013. *Indicator Guide: Monitoring and Evaluating Integrated Community Case Management*

Consensus-based compendium of iCCM indicators to improve monitoring and evaluation of program implementation and results. Includes a chapter on supply chain management.

John Snow, Inc. January 2012. *Getting Products to People*. Arlington, Va.

JSI's framework for integrated SCM in public health.

Management Sciences for Health. Suite of tools on managing drug supply, not specific to CCM, but applicable.

- 2012. **MDS-3: Managing Access to Medicines and Health Technologies**. Arlington, Va: Management Sciences for Health (can be downloaded at <http://www.msh.org/resources/mds-3-managing-access-to-medicines-and-health-technologies>.)
- Undated. **Managing Drug Supply Training Series: Trainer's Guide**. (Descriptive information at <http://www.msh.org/resources/managing-drug-supply-training-series-trainers-guide>.)
- Undated. **Managing Drug Supply Training Series: Participant's Guide** (Descriptive information at <http://www.msh.org/resources/managing-drug-supply-training-series-participants-guide>.)

Ministry of Health, Rwanda. 2012. **Supplemental Supply Chain Check List for CHWs**. 2012. Available online: <http://sc4ccm.jsi.com/files/2012/10/Supplemental-SC-check-list-for-CHW.-English.pdf>

Oliver K, Young M, Oliphant N, Diaz T, Kim J. April 2012. **Review of Systematic Challenges to the Scale-up of Integrated Community Case Management: Emerging Lessons & Recommendations from the Catalytic Initiative (CI/IHSS)**, New York: UNICEF.

Includes useful discussion of customer-oriented supply chain, with priority on supply availability, incentives, improved data visibility, improved commodity forecasting and planning.

PATH. September 2013. **Breakthrough Innovations That Can Save Women and Children Now**. Seattle, Wa. Accessed online at <http://www.path.org/innovations2015/> October 1, 2013.

Highlights ten innovations, including products and processes, that would significantly reduce maternal and child mortality if taken to scale.

Population Services International. October 2012. **CCM Impact: Lessons learned from CIDA-funded community case management programs in Cameroun, DRC, Malawi and Mali**. Washington, D.C.

Includes a useful list of supply chain lessons learned in four African CCM programs.

SC4CCM. October 2013. **Making Products Available in the Community: A Manager's Tool to Improving Community Health Supply Chains**. Arlington, Va.

Describes the SC4CCM project's results in Malawi, Rwanda, and Ethiopia and outlines a process for exploring how lessons might be applied in users' country or context. The tool guides SCM and CCM program managers through a structured process for decision making in the most important areas for the community health supply chain, while presenting options in each area and explaining implications of those options.

The Manager's Tool talks about three essential elements to making the supply chain function – product flow, data flow, and effective people – and uses the SC4CCM innovations to demonstrate how to make each of these elements work at the community level. The tool, a summary description, and a participant's workbook are available online at <http://sc4ccm.jsi.com/tools-publications/managers-tool/>.

SC4CCM. 2012. **The Pathway to Supply Chain Sustainability: A Planning Tool for Scaling & Institutionalizing Innovations within Public Sector Supply Chains**. Arlington, Va.

Provides CCM programs and supply chain units a set of criteria by which they can assess the degree to which the organizations are ready to take a supply chain innovation to scale and subsequently to institutionalize the establishment of the innovation as a standard business practice within the organization.

SC4CCM. December 2012. **Quantification of Health Commodities: Community Case Management Products Companion Guide**. Arlington, Va.

Provides practical advice on improving the efficiency of supply chain and availability of appropriate and high-quality CCM products at the community level. It describes a forecasting methodology useful for developing credible demand forecasts for CCM products and for guiding planning for procurement and funding.

Supply Chain Management Subgroup of the Integrated Community Case Management Task Force. Available at <http://ccmcentral.com/resources-and-tools/reference-materials/>.

A number of tools and presentations available including:

- ***Tips on Supply Chain Management Issues for CCM***
- May 15, 2013. ***Webinar Series: Session 1: Overview of Supply Chain Management for Community Case Management (CCM) and***
- August 29, 2013. ***Webinar Series: Session 2: mHealth for Supply Chain Management for CCM***

USAID | DELIVER PROJECT, Task Order 4. 2011. ***Guide to Health Care Waste Management for the Community Health Worker***. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 4.

This guide provides practical guidance for community health workers on how to safely handle and dispose of hazardous waste. It describes the basic principles of waste management and offers solutions for managing the waste generated from everyday activities carried out in the community.

USAID | DELIVER PROJECT. Task Order 1. 2009. ***The Logistics Handbook: A Practical Guide to for the SCM of Health Commodities***. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 1.

Although not specific to CCM, the Logistics Handbook includes the major aspects of logistics management. Helpful for both managers who work with supplies every day and managers who assess and design logistics systems for entire programs. Key terms and concepts are clearly defined and explained, and the design and implementation of management information systems and inventory control are discussed in detail. Storage and quality control practices are also discussed, and overviews of forecasting and procurement processes are included.

USAID | DELIVER PROJECT, Task Order 4. 2011. ***Using Last Mile Distribution to Increase Access to Health Commodities***. Arlington, Va.: USAID | DELIVER PROJECT, Task Order 4.

This guide, designed for in-country practitioners and decisionmakers, uses a range of real world examples to support selection and design of last mile distribution approaches that respond to specific challenges. Although not specific to CCM or CHWs, as it focuses on last clinical service delivery point in the system, most lessons have direct application to CCM.

USAID | Health Care Improvement Project. 2011. ***Community Health Worker Assessment and Improvement Matrix (CHW AIM): A Toolkit for Improving CHW Programs and Services***. Bethesda, Md.

The CHW Program Assessment and Improvement Matrix (CHW AIM) suite of tools examines 15 programmatic components important to successfully supporting CHWs, all of which are important for effective SCM. The tools and supporting resources, including a Powerpoint training for facilitators to use the CHW AIM toolkit, can be downloaded at: <http://www.hciproject.org/node/1224>.

USAID Health Care Improvement Project. 2008. ***The Improvement Collaborative: An Approach to Rapidly Improve Health Care and Scale Up Quality Services***. Bethesda, Md: University Research Co., LLC (URC).

This tool describes a useful approach to developing and maintaining quality improvement and problem-solving teams and processes.

WHO. 2012. ***Rapid SMS providing availability of essential medicines***. Geneva:WHO. Available at http://www.who.int/ehealth/resources/compendium_ehealth2012_12.pdf.

A brief summary of the use of eHealth applications to improve the collection and use of community-level supply data.

Other Useful Websites:

Advancing Partners & Communities: <http://www.advancingpartners.org>

Advancing Partners & Communities supports community programs to improve the overall health of communities, especially in family planning. APC advances global learning in community-based programming, including support for procurement reform by building organizational and technical capacity of organizations.

CommCare program: <http://www.commcarehq.org>

An open source application, “CommCare Mobile sends data over standard phone networks for inspection on the web in real time. With complex form logic and data validation, CommCare supports a variety of projects, from simple surveys to complex counseling forms.” Other uses have included client and worker management, education and training, and data collection and analysis.

CommTrack program: <http://www.commtrack.org/home/>

CommTrack uses mobile technology to support management of commodities in low-resource settings, at scale. It provides reliable, real-time, actionable information to improve supply chain performance.

ODK Scan, ODK Collect, and ODK Aggregate:

This suite of tools allows the digitization and processing of paper forms via an Android phone with the necessary applications. Supervisors use the phone to quickly digitize paper-based tallies of commodities distributed. Forms are exported to ODK Collect and the supervisor completes the digital data entry for fields that are not digitized. Finally, the ODK Collect form submits to ODK Aggregate, a cloud-based database.

Described in detail in Dimagi and VillageReach. February 2013. *ICTs for Supply Chain Management in Low Resource Settings*. Seattle, WA.

Or online at <http://www.k4health.org/toolkits/mIG/lessons-learned-icts-supply-chain-management-low-resource-settings>.

A brief description is at: <http://www.youtube.com/watch?v=drbdICgJOHl>.

OpenLMIS: www.openlmis.org

A collaborative, community-focused initiative to create an open source electronic LMIS for health commodity supply chains in low-income countries. The initiative is focused on meeting the goal of designing, developing, and sharing open source software, tools, and methodologies, from which Internet-enabled LMIS can be developed and customized for country deployments. Information is shared about LMIS planning, requirements, and system design; promoting interoperability between systems; developing open source solutions where appropriate; and galvanizing interest in a shared vision for effective, scalable and sustainable solutions.

Provides a shared repository of tools, product and project assessments

Resources registry and repository <http://openlmis.hingx.org/>

Population Services International: www.psi.org

Management Sciences for Health, Strengthening Pharmaceutical Systems Program:

<http://www.msh.org/projects/spa>

Management Sciences for Health, Systems for Improved Access to Pharmaceuticals and Services:

<http://www.siapsprogram.org>

Supply Chain and CCM Resources: <http://sc4ccm.jsi.com/tools-publications/supply-chain-and-ccm-resources>

John Snow, Inc., USAID | DELIVER Project: <http://www.deliver.jsi.com>

Online SCM Training

USAID’s Bureau of Global Health e-learning site, with certificate courses in logistics and product management and courses in data use for management: <http://www.globalhealthlearning.org>

USAID | DELIVER online modules on logistics: <http://elearning.jsi.com>

Webinars on SCM for program managers: <http://www.coregroup.org/resources/webinars/supply-chain-management-for-community-case-management-series>