



# Building Self-Reliant Supply Chains through Strong Governance Systems: the Case of Kenya

Africa Supply Chain Excellence Awards Submission



# Agenda/Summary

- Chemonics International and GHSC-PSM Project Introduction
- Challenge
- Solution
- Implementation/Approach
- Results/Impact
- Learnings and the Way Forward
- The Team Involved

## WHO WE ARE

Worldwide, more than **90 PERCENT OF OUR EMPLOYEES ARE FROM THE COMMUNITIES WHERE WE WORK.** And with project offices in **100 COUNTRIES,** we are all driven by our commitment to help people live healthier, more independent, and more productive lives — in our own countries or in others.



**6,000**

total  
staff



**90%**

staff based in  
local communities



**1,350**

projects  
since 1975



**188**

countries aided  
since 1975



**100**

countries with  
current projects

# Chemonics Supply Chain Work

90+

COUNTRIES SUPPORTED

50+

COUNTRIES HAVE RECEIVED TECHNICAL ASSISTANCE

\$5B+

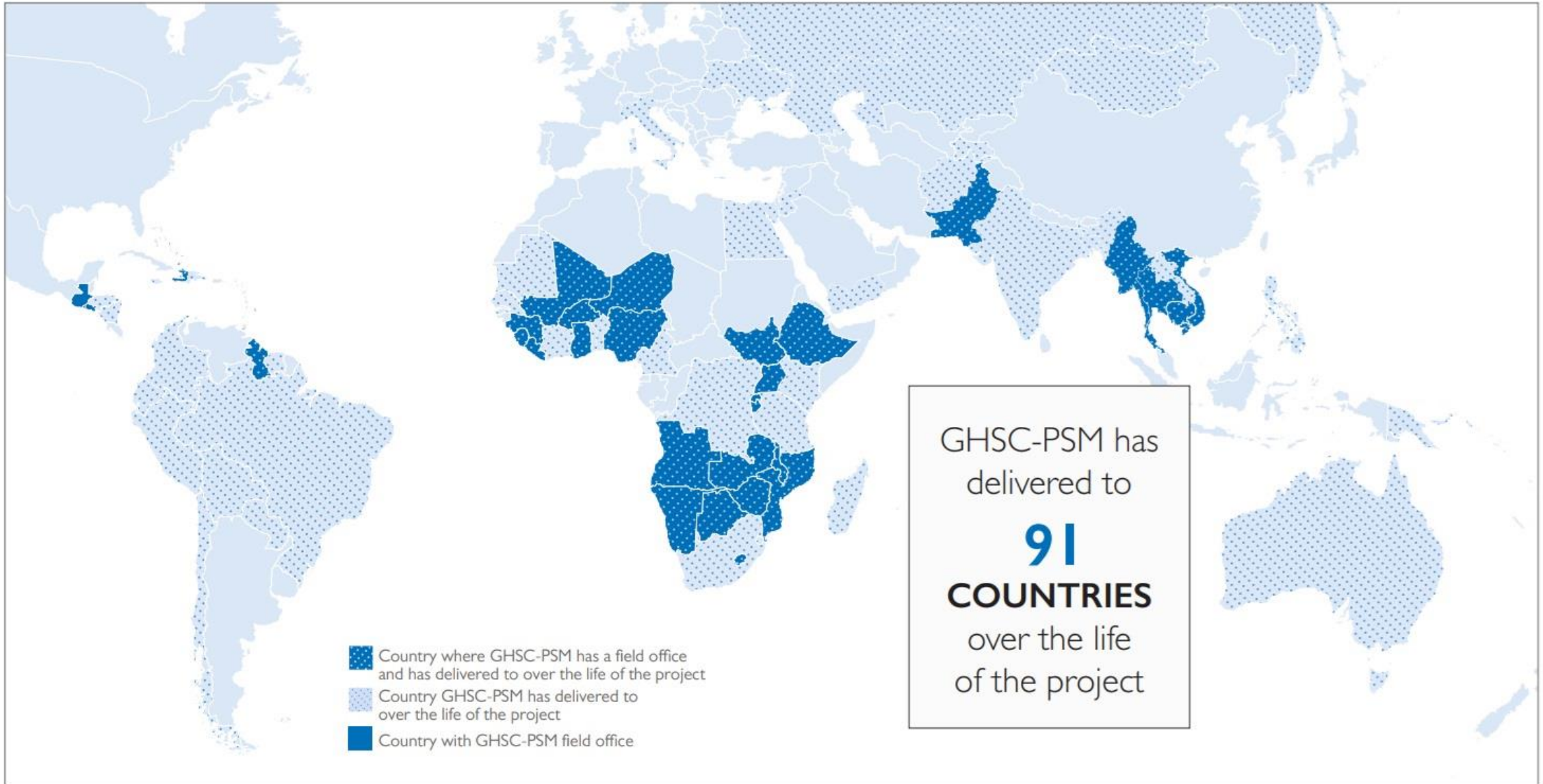
VALUE OF COMMODITIES PROCURED

\$850M

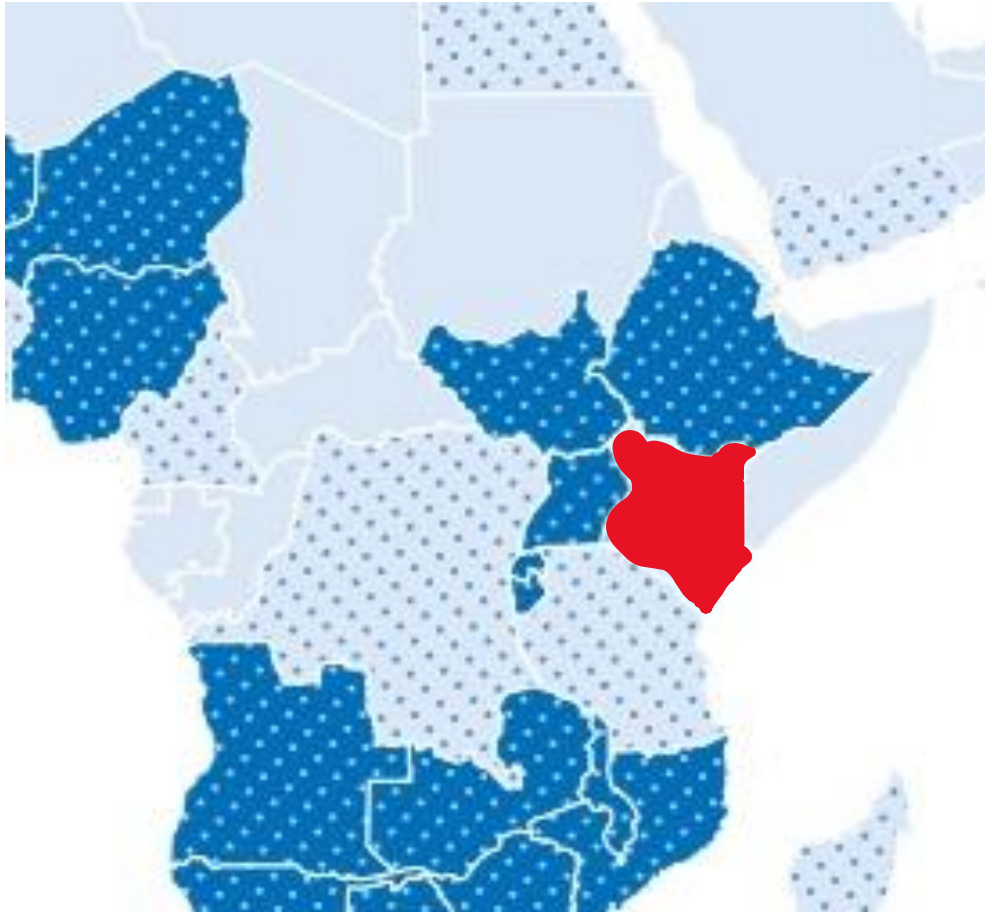
COST SAVINGS

# The USAID Global Health Supply Chain-Procurement and Supply Management (GHSC-PSM) project





# The Challenge: Health Supply Chain Governance in Kenya



- Kenya operates by a devolved system of governance between the national level and 47 county governments, creating challenges for supply chain stewardship and coordination.
- The MOH Directorate of Health Products and Technologies (DHPT) oversees supply chain activities at the national level.
- Prior to 2019, the DHPT lacked a cohesive supply chain strategy and coordination mechanisms.
- Parallel systems for different health products led to inefficiency and wastage.
- Fragmentation in county-level supply chains.

# Strong Governance is **Essential** for Efficient and Sustainable Health Supply Chain Operations

The Ministry of Health **envisions,**

Enhanced County Health Products and Technologies Unit function will ensure the **availability and rational use of effective, safe, and affordable health products**, while *maintaining harmonious stakeholder relationships for sustainability.*





# A Collaborative Solution to Drive Change

# The Solution

- Chemonics, through the USAID Global Health Supply Chain Program Afya Ugavi (AU) activity in Kenya, worked closely with the MOH Directorate of Health Products and Medical Technologies (DHPT) to develop the country's first-ever **Health Products and Technologies Supply Chain Strategy 2020 – 2025**.
- The strategy established the groundwork for **Health Products and Technologies Units (HPTUs)** to be operationalize in each of the 47 counties as a coordinating body for supply chain activities at the County level.



REPUBLIC OF KENYA  
MINISTRY OF HEALTH

## HEALTH PRODUCTS AND TECHNOLOGIES SUPPLY CHAIN STRATEGY 2020 - 2025



# Implementation

To support the **establishment of HPTUs** in counties across the Country, the GHSC-PSM Afya Ugavi activity worked with local stakeholders to:

- Developed standard guidelines in line with the national strategy to set up units.
- Developed a robust advocacy strategy for establishment of HPTUs.
- Provided basic infrastructure, including advocacy for office space, furniture, and technology.
- Supported branding of HPTU offices giving them necessary visibility as the ‘go to’ unit for all supply chain matters.



*Diagram 1: Activities supported by GHSC-PSM, Afya Ugavi towards the establishment of HPTUs*

# Implementation

*To support the establishment of HPTUs in counties across the country, the GHSC-PSM Afya Ugavi activity worked with local stakeholders to:*

- Conducted organizational capacity assessments and supply chain audits.
- Provided training and supportive supervision to build workforce capacity in areas such as data use and reporting.
- Assisted HPTUs to conduct forecasting and quantification for annual commodity needs.

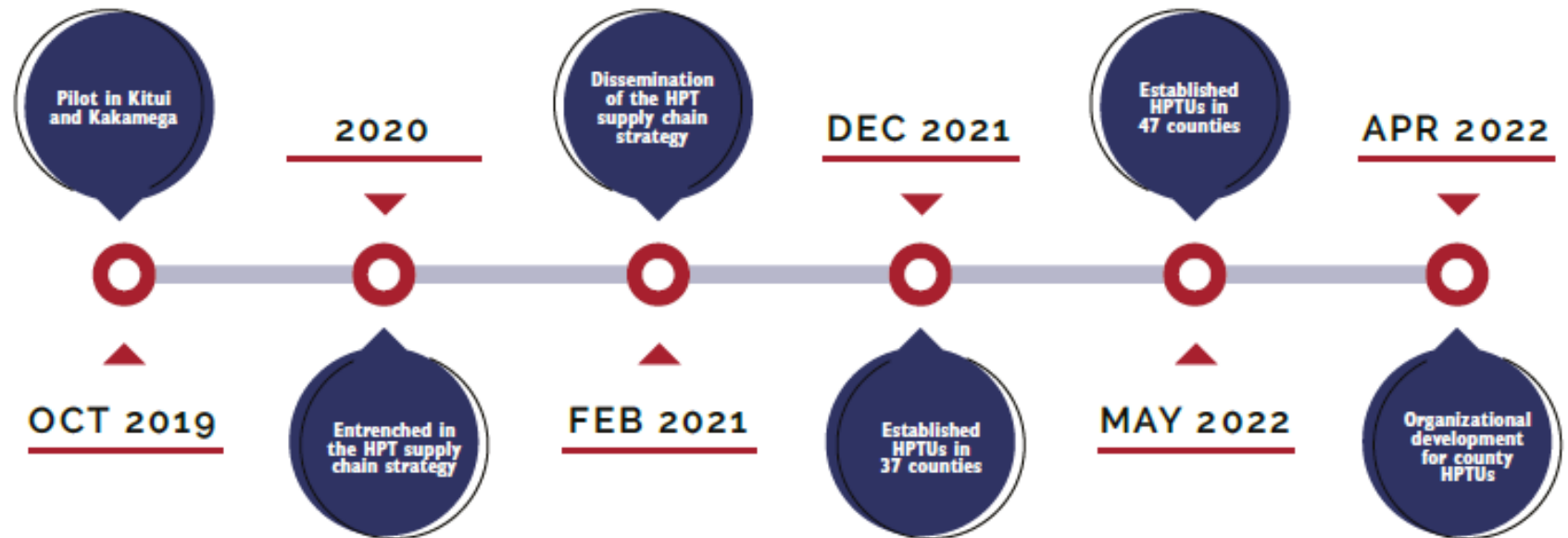




# Results/Impact

# Functioning HPTUs in all 47 counties

- Today, HPTUs have been successfully established in all 47 counties across Kenya with the support of the GHSC-PSM Afya Ugavi Activity.
- These units now serve as the coordinating bodies for supply chain activities in-country and with the national-level DHPT.



*Diagram 2: Key milestones on the HPTU establishment*

# Some Numbers...

- By the end of FY23, 32% of counties successfully incorporated their HPTU and core supply chain activities in their county legislation, and this number is steadily increasing.
- HPTUs have utilized quantification exercise results to advocate for increased resource allocation.
  - Ex. Migori County increased their HPTU funding allocation to 116% in FY23.
- As a result of training, HPTUs generated monthly stock status reports and order rationalization for the first time.
  - Ex. Homa Bay County achieved a 0% stockout rate for malaria commodities.
  - Ex. Migori County achieved over 97% quality for malaria commodity reports.





"HPTUs at County level have brought a whole new discussion on management of health commodities, which was previously left to pharmacists. It is incredible how their entry has led to a big difference on supply chain outcomes"

**John Ngamau, Chief of Party, GHSC-PSM Afya Ugavi Activity**





# The Way Forward

# Ensuring Sustainability and Progress

GHSC-PSM Afya Ugavi continues to support HPTUs,

- To advocate for **entrenchment of the units** in their respective county health legislation to ensure HPTUs have dedicated financial and human resources required to deliver their mandate.
- Continually taking a more active role as **stewards of the supply chain and exploring new opportunities** to increase supply chain resiliency. For example, in Kitui County, the HPTU has begun to explore local manufacturing solutions to bridge commodity gaps and reduce over-reliance on the central level mechanism for commodity procurement.
- Strengthen **workforce capacity development and training** to ensure HPTU staff have the skills and expertise needed to conduct supply chain activities independently of donor program support.

# Learnings and Best Practices

- Continuous **stakeholder engagement** is KEY> has led to reduction of duplication of activities and inefficiencies in implementation since activities are now synchronized.
- The units require a **strong dedicated leadership** for coordination and governance.
- **Adapting according** to county needs and the available HRH
- HPTUs have continued to be **advocates for increased budgetary allocation and prudent utilization of HPT.**
- **Continuous capacity strengthening** led by the units has ensured skills transfer through, supportive supervision, mentorship and coaching to all levels
- **HPT availability** at the last mile has improved across the spectrum, thus, reducing stock outs of life-saving HPT (No more silos).
- **Supply chain roles and responsibilities** are evenly distributed amongst members in relation to expertise.

# A Vision for the Future of SCM in Kenya

In the future, the vision is for HPTUs to lead the **development of policies** to provide an enabling environment for responsive health supply chain systems, **leverage data and technology, scale up capacity for research and local production, strengthen human resource capacity, and harness collaboration and partnerships** at the county-level for **increased resource mobilization for health products and technologies**



*"Strong governance and coordination structures at county levels address accountability, provide leadership for National HPT policies, and enhance resource mobilization, procurement, distribution, and financial management"*

- Dr. Tom Menge, Head Directorate of Health Products and Technologies

*"Makueni HPTU is an apex organ in the County with a mandate of ensuring commodity security environment through consistent availability of safe, quality, affordable and accessible HPT at the last mile."*

- Dr. Eric Chomba, Makueni County - Director of HPT



# The Team

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**JOHN NGAMAU**  
**CHIEF OF PARTY**  
**GHSC-PSM Afya Ugavi**  
**Activity**



**KEVIN ABUYA**  
**TECHNICAL OFFICER**  
**GHSC-PSM Afya Ugavi**



**DR. TOM MENGE**  
**HEAD DIRECTORATE**  
**Health Products &**  
**Technologies**



**MIRIAM OKARA**  
**TECHNICAL OFFICER**  
**GHSC-PSM Afya Ugavi**  
**Activity**

# Hear what the local stakeholders have to say



An abstract vertical artwork on the left edge of the slide. It features a textured, layered composition with colors including light blue, orange, and black. Thin, dark lines and thicker, curved shapes are visible, suggesting a sense of movement and depth.

Thank you!