

Driving with Data

Lessons Learned about Building Resilient Supply Chains for Future Pandemics

THE GLOBAL FUND & PALLADIUM CASE STUDY

Introduction

The Global Fund Office of the Inspector General conducted country audits in 2017 and 2019, which revealed ongoing supply chain gaps affecting the availability and management of health commodities. These audits also highlighted challenges in providing accurate data, hindering decision-making and timely response to health crises.

To address these weaknesses, the Global Fund developed a Supply Chain Roadmap in 2020 to strengthen in-country supply chain systems, monitor health commodity availability, and improve performance management in 45 countries, focusing on HIV, tuberculosis, malaria, and COVID-19. In September 2021, the Global Fund awarded Palladium implementation of the “Supply Chain and Health Services Spot Check Program” in 22 countries.



Objective

Focusing on six major supply chain and health services key performance indicators—system resilience, service disruption, on-shelf availability, on-time-in-full, stock according to plan, and effective management and reporting using the logistics management information system—across the three disease categories of HIV, tuberculosis, and malaria, the project aimed to achieve the following objectives:

Accelerate and strengthen in-country supply chain systems to respond to the COVID-19 Response Mechanism Monitoring and Evaluation Framework reporting requirements.

Assess the impact of COVID-19 on HIV, tuberculosis, and malaria service delivery and improve visibility by Central Medical Store and health facility inventory managers on stock levels of health commodities.

Assist countries in adopting supply chain best practices around the availability of health products at service delivery points, the effectiveness of replenishment processes at the central warehouse, and the maturity of reporting at health facilities to trigger replenishment.

Analysis

Using a random sampling design, Palladium collaborated with several in-country stakeholders and partners through a three-step analysis.

1. Conducted in-country desk reviews and interviews to gather information on supply chain landscapes.

2. Collaborated with Global Fund principal recipients and ministries of health to create tracer product lists for HIV, tuberculosis, malaria, and COVID-19 medicines and master facility lists to effectively capture health facilities in terms of geographic domains and to ensure the domains allocated reflected the country’s population size.

3. Developed an electronic data collection tool with over 300 questions about system resilience, service disruption, and supply chain key performance indicators. Surveys were administered on a sample size containing central medical stores and 3,400 primary, secondary, and tertiary health facilities.

Results

Based on 16 months of implementation across 22 countries:

22 desk review reports prepared

22 master facility lists developed and validated by relevant authorities

22 tracer lists developed and validated by relevant authorities

328+ enumerators and team leaders recruited, trained, and deployed across 20 countries

End-to-end automation of digitalized data collection, data quality checks, data cleaning, and analysis systems created

260+ sample lists created

3 rounds of data collection, data quality checks, cleaning, analysis, and reporting completed

57+ quarterly result reports generated, peer reviewed, and submitted to in-country stakeholders

3,474 health facilities surveyed

1,300+ data points collected, validated, and analyzed

163+ key performance indicators assessed on a quarterly basis in each country

Palladium works with governments, businesses, and investors to solve the world’s most pressing challenges. For more information, visit: www.thepalladiumgroup.com

The Global Fund to Fight AIDS, Tuberculosis and Malaria is an international financing and partnership organization that aims to attract, leverage and invest additional resources to end epidemics and ensure a healthier, safer, more equitable future for all. For more information, visit: www.theglobalfund.org