10-Year National Supply Chain Roadmap: an instrument for sustainable health supply chain financing in Uganda

Context
- Currently development partners provide 60%-70% of public sector funding for health commodities. The Government of Uganda (GoU) has made progress in strengthening national health supply chain services and committed to increasing domestic financing for essential medicines and health supplies (EMHS) to 35% in 2018/19 and 40% in 2020/21. Additional financing is needed to sustain supply chain services and health commodities management supply chain key performance indicators (KPIs) set at 20% by 2020. The roadmap leverages MDAs’ capacities and maximizes existing resources to achieve Uganda’s supply chain priorities. To promote local ownership and sustain development outcomes, the USAID Strengthening Supply Chain Systems (SSCS) Activity, led by Management Sciences for Health, supported the GoU to develop a multi-stakeholder 10-Year National Supply Chain Roadmap. The roadmap will enable Uganda to address its medium-term and long-term supply chain needs by forming development partnerships and in-kind contributions. The roadmap is intended to be inclusive and intergovernmental. The National Supply Chain Interministerial task force (IMTF) of ministries, donors, and development partners comprises representatives from the Ugandan government, development partners, the private sector, and civil society. The roadmap requires significant commitment to fund long-term priorities. Getting government and development partners to commit to support long-term funding for the roadmap was a challenge due to inadequate understanding of the roadmap and lack of transparency and accountability in allocation of funds. The roadmap required substantial political will from national and district leaders to ensure effective implementation. However, lack of coordination between national and district levels may hinder the districts’ understanding of the roadmap’s aims and objectives. Fulfilling pledges and commitments: The roadmap requires strong government leadership to secure the roadmap’s implementation. The roadmap requires strong government leadership to secure the implementation of the roadmap’s long-term objectives.

Activity Description
- Development of the national 10-year roadmap and current progress:
  - **Planning Phase** 2020 – 2022:
    - Conducted stakeholder mapping to identify potential partners, evidence on the supply chain system, and stakeholders. The map included MDAs, civil society organizations, private sector, health development partners, and donors.
  - **Development Phase** 2020 – 2021:
    - Developed a plan that detailed the methods of stakeholder engagement, outreach, materials, schedule, and desired outcomes. Stakeholders were oriented on roadmap objectives and how the one government approach would facilitate its achievement.
  - **Implementation Phase** 2020 – 2021:
    - Stakeholders were invited to participate in the roadmap writing retreats and virtual meetings.
- The roadmap is composed of representatives from the Ugandan government, development partners, and the private sector.
- **Availability of data and evidence:** The roadmap was developed with a wide range of stakeholders throughout roadmap development. This included representatives from the Ugandan government, development partners, the private sector, and civil society.
- **Participatory approach:** The IMTF engaged with a wide range of stakeholders throughout roadmap development. This included representatives from the Ugandan government, development partners, the private sector, and civil society. The IMTF used a participatory approach of engaging with stakeholders at all stages of the process, from the identification of problems to the development of solutions with technical assistance from the USAID SSCS Activity.
- **Political will:** The IMTF was established in 2019 to lead roadmap development. The task force is composed of representatives from the Ugandan government, development partners, and the private sector.

Facilitators
- **Inter-Ministerial Task Force establishment:** The IMTF was established in 2019 to lead roadmap development. The task force is composed of representatives from the Ugandan government, development partners, and the private sector.

Challenges
- **Consistency in stakeholders’ decision making:** The 10-year roadmap required decisions on several strategies and interventions. Stakeholders had different priorities and objectives that required negotiations to achieve alignment. Effective engagement and communication were essential for aligning these differences.
- **Government commitment to increase funding:** The roadmap requires significant contributions to fund long-term priorities. Getting the government to commit to additional funding for the roadmap was a challenge due to inadequate understanding of the roadmap’s aims and objectives.
- **Translating national decisions to the districts:** The roadmap requires translation of the districts’ levels to ensure effective implementation. However, lack of coordination between national and district levels may hinder the districts’ understanding of the roadmap’s aims and objectives.

Lessons Learned
- **One government approach:** Adopting the one government approach increased the IMTF’s participation in the roadmap development and strengthened partnerships with MDAs engaged in the supply chain development.
- **Data-driven approach:** A strong emphasis was placed on using medicines and health supply data to inform the process. Using this approach for establishing the roadmap’s aim and objectives was critical for advocacy efforts for incremental resource allocation from GoU and development partners. However, political will can be fickle and may complicate stakeholders’ ability to meet their commitments.

Evidence
- The Prime Minister of the Republic of Uganda launched the roadmap; selected implementation evidence is provided below.

Activity Impact
- The roadmap laid the foundation for using a one government approach to achieve and sustain health supply chain development outcomes. The expected outcomes and impact already achieved are illustrated below.
- **10-year implementation impact at key milestones:**
  - **2018/19:** The Prime Minister of the Republic of Uganda launched the roadmap; selected implementation evidence is provided below.
  - **2019/20:** The roadmap laid the foundation for using a one government approach to achieve and sustain health supply chain development outcomes. The expected outcomes and impact already achieved are illustrated below.
  - **2020/21:** The roadmap laid the foundation for using a one government approach to achieve and sustain health supply chain development outcomes. The expected outcomes and impact already achieved are illustrated below.
  - **2021/22:** The roadmap laid the foundation for using a one government approach to achieve and sustain health supply chain development outcomes. The expected outcomes and impact already achieved are illustrated below.
  - **2022/23:** The roadmap laid the foundation for using a one government approach to achieve and sustain health supply chain development outcomes. The expected outcomes and impact already achieved are illustrated below.
  - **2023/24:** The roadmap laid the foundation for using a one government approach to achieve and sustain health supply chain development outcomes. The expected outcomes and impact already achieved are illustrated below.

Table: 10-Year National Supply Chain Roadmap: an instrument for sustainable health supply chain financing in Uganda

<table>
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Developed a plan that detailed the methods of stakeholder engagement, outreach, materials, schedule, and desired outcomes. Stakeholders were oriented on roadmap objectives and how the one government approach would facilitate its achievement.

Maintenance and Updating
- The roadmap requires significant commitment to fund long-term priorities. Getting government and development partners to commit to support long-term funding for the roadmap was a challenge due to inadequate understanding of the roadmap and lack of transparency and accountability in allocation of funds.
- The roadmap requires strong government leadership to secure the roadmap’s implementation. The roadmap requires strong government leadership to secure the implementation of the roadmap’s long-term objectives.

Lessons Learned
- **One government approach:** Adopting the one government approach increased the IMTF’s participation in the roadmap development and strengthened partnerships with MDAs engaged in the supply chain development.
- **Data-driven approach:** A strong emphasis was placed on using medicines and health supply data to inform the process. Using this approach for establishing the roadmap’s aim and objectives was critical for advocacy efforts for incremental resource allocation from GoU and development partners. However, political will can be fickle and may complicate stakeholders’ ability to meet their commitments.
- **Economic slowdown:** COVID-19 and Ebola outbreaks led to several restrictions in the country that made consultations and other activities difficult to carry out.