East, Central, and Southern Africa Health Community

Plan to Strengthen East, Central, and Southern Africa Health Community TB Data and Commodity Management (2015–2017)

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About SIAPS

The goal of the Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program is to assure the availability of quality pharmaceutical products and effective pharmaceutical services to achieve desired health outcomes. Toward this end, the SIAPS result areas include improving governance, building capacity for pharmaceutical management and services, addressing information needed for decision-making in the pharmaceutical sector, strengthening financing strategies and mechanisms to improve access to medicines, and increasing quality pharmaceutical services.

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CONTENTS

ABBREVIATIONS AND ACRONYMS

ECSA	East, Central, and Southern Africa (ECSA)
ECSA-HC	East, Central, and Southern Africa Health Community
GDF	Global Drug Facility
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
HIV	human immunodeficiency virus
HR	human resources
JSI	John Snow, Inc.
LMIS	Logistics Management Information System
LMU	Logistics Management UNit
MIS	management information system
MSH	Management Sciences for Health
NTP	national tuberculosis program
RPF	regional pharmaceutical forum
SIAPS	Systems for Improved Access to Pharmaceuticals and Services
TB	tuberculosis
TWG	technical working group
USAID	US Agency for International Development
WHO	World Health Organization

ACKNOWLEDGMENTS

EXECUTIVE SUMMARY

The tuberculosis (TB) data and commodity management review and analysis conducted in five countries (Malawi, Swaziland, Tanzania, Uganda, and Zambia) found significant gaps in TB data and commodity management that are related to capacity, to understanding how systems work, and to the ability to translate policies and guidelines into practices. —In general, most of the systems requirement for effective TB data and commodity management are in place.

This document provides details of the response of the East, Central, and Southern Africa Health Community (ECSA-HC) to the regional strategy to strengthen TB data and commodity management, which identified the following priority areas:

- Establish a platform for TB commodities and information management for ECSA member states.

- Improve supply chain management of TB commodities.

- Strengthen human resources (HR) capacity on TB commodity management within ECSA-HC.

- Strengthen TB lab commodities and data management among the ECSA member states.

INTRODUCTION

Background

According to the World Health Organization (WHO), there were an estimated 8.6 million new tuberculosis (TB) cases in 2012, killing 1.3 million people worldwide. Approximately one-quarter of the world's cases came from the African region. The African region also reported the highest rates of cases and deaths relative to population. An estimated 450,000 people developed multidrug-resistant TB; of those, an estimated 9.6% have extensively drug-resistant TB.[1] Most of the ECSA countries[2] are among the 22 countries with a high TB burden, and most have reported extensively drug-resistant cases.[3]

In many countries, weaknesses in TB logistics management information systems have resulted in a lack of quality data for making informed TB intervention decisions. In addition, challenges related to the management of second-line drugs are emerging and may contribute to stock-outs. Those challenges include (a) lengthy duration of drug-resistant TB treatment, (b) short shelf life of some second-line TB drugs, (c) inability to predict enrollment trends, (d) over-individualization of multidrug-resistant TB treatment, and (e) frequent regimen changes caused by various factors including adverse drug reactions and poor response to treatment.

Such challenges require comprehensive country strategies, as well as regional or multicountry strategies for better outcomes. The regional or multicountry strategies should offer a platform for countries to learn from each other, share best practices, and coordinate about such issues as capacity building, commodity transfers, emergency responses, and sharing of commodity data for coordinated and informed procurement decisions. At the moment, a gap exists in the response to TB data and commodity management in the ECSA region, specifically—

- No regional technical strategy exists to address TB supply chain challenges and to complement the good efforts of in-country programs and partners.

- There is no regional platform for country programs to use to address data and management information system (MIS) challenges.

- No harmonized systems exist for importing commodities in the ECSA region.

- Countries lack access to information regarding the pool of technical resources available in the region, despite ECSA's having strong technical skills and partners that support TB programs.

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[1] World Health Organization, *Global Tuberculosis Report 2013* (Geneva: WHO, 2013), http://apps.who.int/iris/bitstream/10665/91355/1/9789241564656_eng.pdf.
[2] Kenya, Lesotho, Malawi, Mauritius, Seychelles, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.
[3] Stephen Muleshe and Ann Masese, "Programmatic Management of Drug Resistant TB (PMDT) Mission to Tanzania," ECSA Health Community, 2013, http://ntlp.go.tz/index.php?option=com_docman&task=cat_view&gid=51&Itemid=.

Health system weaknesses are a major impediment to achieving the Millennium Development Goals and other health targets. Globally, health system strengthening has been recognized as being critical for the improvement of health services. Through the resolutions of the Health Ministers Conference, ECSA member states have articulated challenges facing the region's health systems, as well as what needs to be done to enhance sustainable service delivery. Those challenges include (a) improving the performance of health systems to accelerate attainment of the Millennium Development Goals, (b) strengthening health systems to ensure equitable access to health care, (c) revitalizing primary health care, (d) revisiting the Paris Declaration, and (e) increasing investments in health.

Purpose

The purpose of this plan is to outline the activities that will lead to improving the management of TB data and commodities in the ECSA region. Key areas of focus in this plan will include—

- Creating a regional technical strategy to address TB supply chain challenges and to complement the good efforts of in-country programs and partners

- Establishing a regional platform for country programs to use to address data and MIS challenges

- Instituting harmonized systems for importing commodities in the ECSA region

- Increasing countries' access to information regarding the pool of technical resources available in the region

ECSA TB DATA AND COMMODITY MANAGEMENT CONTEXT

By virtue of its governing bodies, ECSA-HC holds convening power to bring together key actors in health at the global and regional levels to discuss critical health issues. In so doing, ECSA-HC provides a regional platform for continuous learning, for sharing health information and evidence-based research, and ultimately for formulating health policy.

ECSA-HC also plays a pivotal role as a regional body in harnessing comparative advantages of different partners, providing stewardship in partnerships, building local capacity, and collectively delivering holistic interventions aimed at comprehensively strengthening health systems in the member states. ECSA-HC was a member of the Southern African Human Capacity Development Coalition, a coalition of five partners—IntraHealth International, Council for Health Services Accreditation in Southern Africa, Foundation for Professional Development, and Management Sciences for Health—that came together to make a comprehensive intervention to address human resources for health in southern Africa, as well to build local capacity and the transfer of skills.

As far as TB supply chain management is concerned various global, regional, and country players influence the ECSA TB supply chain at various levels. The environment is complex, with multiple players affecting global, regional, and country initiatives to address TB commodities and data management. More common is the influence of the same players at different levels of the TB supply chain, ranging from the global level to the country level. The following information highlights the complexity of the key players in ECSA TB commodity and data management.

National Level

- Technical partners, such as PATH; John Snow, Inc. (JSI); USAID | DELIVER; USAID/SIAPS; MSH; Clinton Health Access Initiative; Médecins Sans Frontières; and WHO

- Donor community, such as Global Fund, USAID, and the European Union

- TB commodities suppliers, such as local vendors representing manufacturers

- Regulatory authorities

- TB programs and other Ministry of Health entities

Regional Level

- Technical partners, such as KNCV Tuberculosis Foundation, USAID/SIAPS, and WHO

- Donor community, such as Global Fund, USAID, European Union, and Rockefeller Foundation

- Regional initiatives and mechanisms, such as East Africa Federation, Southern African Development Community, New Partnership for Africa's Development, and WHO's Regional Office for Africa

Global Level

- Global technical leaders, such as Global Fund, MSH, JSI, and PATH
- Donor community
- TB commodities suppliers, such as the Global Drug Facility (GDF) and global suppliers
- Global donor community, such as the Global Fund, USAID, and the European Union

ECSA-HC has several comparative advantages, as demonstrated next, to enable the support of strong TB commodity and drug management in the region.

High Level of Political Commitment

- Member states have demonstrated a commitment to and ownership of the organization through sustained financial contributions to the ECSA Secretariat.

- The organization enjoys high-level political and administrative support through ministers of health and permanent secretaries of the Ministries of Health of the member states.

Institutional Capacity

- ECSA-HC has strong governing organs, namely, the Conference of Health Ministers, Advisory Committee, Directors' Joint Consultative Committee, and Program Technical Committees.

- The members of the governing organs are committed to the organization.

- The Secretariat has committed and qualified staff members from diverse backgrounds and nationalities.

- ECSA-HC owns its headquarters, which is equipped with conference facilities and has the capacity to host conferences, meetings, workshops, and training courses.

Technical Capacity and Resource Networks

- The organization has extensive formal networks of health, training, and research professionals and institutions within and beyond the region.

- ECSA is an intergovernmental organization that focuses specifically on health in the region.

- ECSA has three strong forums—the regional pharmaceutical forum (RPF), the TB experts forum, and the ECSA best-practice forum—that provide member states with platforms for learning, disseminating, and sharing innovative approaches and interventions to strengthen regional commodity management, including TB commodities.

Partnerships

- ECSA has a demonstrated track record in regional and international cooperation in health.

- ECSA has the ability to sustain partnerships and relationships with its members and with external supporters.

ECSA TB DATA AND COMMODITY MANAGEMENT GAP ANALYSIS

The main focus of this section is to analyze the gaps identified by ECSA's rapid situation analysis, which was done by ECSA-HC and SIAPS between July and August 2014. The analysis focused on (a) describing ECSA's TB data and commodity management systems, (b) determining the presence of key ingredients to support TB programs in achieving their supply chain goals, and (c) analyzing how the current situation in individual countries can help other countries improve. The ECSA TB commodity management situation analysis focused on the following areas:

- Management and coordination
- Key policies and structures to support TB commodities management
- Stakeholders' analysis
- Supply chain functions

    o TB drugs selection
    o Quantification for TB medicines
    o Procurement and pipeline monitoring
    o Inventory management
    o Logistics Management Information System (LMIS)

- Capacity building
- Key supply chain indicators

Table 1. Key Highlights of the Gap Analysis

Area of Focus	Identified Gap	Proposed Solutions
Management and coordination	Weaknesses in developing comprehensive TB commodity management plans that take into account all factors on TB data and commodity management	• Strengthen monitoring and evaluation • Build capacity of NTP managers and others involved in managing TB commodities
	Poor monitoring of the implementation plans and compliance with the already-set plans, targets, and spending vs. budgets	Improve coordination from the planning stage and stakeholders involvement
Key policies and structures to support TB commodities management	Gap in translating the policy directives into practice, despite the presence of key policies and structures to support TB programs	• Build capacity of people responsible for managing TB programs • Establish a comprehensive performance monitoring system
	Lack of a platform for ECSA countries—which are at different levels of TB commodities supply chain maturity—to share and learn from each other about best practices and different approaches used to manage the supply chain (e.g., LMU, TWGs, and use of electronic logistics management information tools)	• Establish a platform where ECSA member states will share policy updates relating to commodity management • Establish a resource center for member states to access useful tools and guides for improving TB supply chain
Stakeholders' coordination	Gaps in coordination of stakeholders to leverage resources available	Introduce better TB commodity management approaches, such as TWGs, to coordinate and jointly plan, implement, and monitor TB data and commodity management activities

Area of Focus	Identified Gap	Proposed Solutions
Quantification for TB medicines	Lack of quantification processes, quality assurance, and problems with accuracy and quality of data used to quantify TB commodities[a]	Build capacity of and continuously validate and update on-demand and supply data
Procurement and pipeline monitoring	Weak procurement management system characterized by the absence of procurement tracking mechanism and lack of transparency in procurement processes	Establish a comprehensive TB commodity procurement management system
	Difficulties in ECSA member states being able to access TB commodities from within because of regulatory requirements	Explore the options of having waivers on registered products from one ECSA country to another and advocate for specific importation waivers when importing TB commodities that are not registered in ECSA countries
Inventory management	Challenges in adherence to set stock levels (maximum and minimum) at different service levels	Introduce a comprehensive performance monitoring mechanism mentorship to support personnel responsible for TB commodities and data in complying with the requirements
	Distributions of commodities to the TB facilities decided without following the actual demands and consumption reports because of lack of data	Strengthen LMIS, and establish strong supply chain performance monitoring systems
Logistics Management Information System (LMIS)	• Below-expected time lines and rate of reporting (could be because of the practice of recording, updating, reporting, and validating data accuracy and quality) • Poor or unreliable data quality	• Establish mentorship as well as monitoring and evaluation • Establish a comprehensive supply chain performance monitoring system to support LMIS • Establish a platform whereby ECSA member states will learn from the countries where LMIS is advanced and performs to the expectations
Capacity building	• Absence of a standard training package about TB commodity management • Weak or absent effective mentorship and supportive supervision that targets TB commodity management	Establish a standard TB data and commodity management capacity-building package that ECSA TB programs can adopt and benefit from.
Monitoring of key supply chain performance indicators	Absence of comprehensive TB commodities supply chain monitoring systems in all ECSA member states reviewed in the situation analysis	Establish a comprehensive TB commodity supply chain monitoring system.

a. With the exception of Swaziland.

DETAILED PLAN TO STRENGTHEN ECSA-HC TB DATA AND COMMODITY MANAGEMENT

In understanding the TB data and commodity situation and further analyzing the identified gaps, ECSA has the following goal: to strengthen the management of ECSA TB drugs and data. To achieve that goal, ECSA proposes the following objectives and activities:

Objective 1: Establish a platform for TB commodities and information management for ECSA member states

Subobjective 1.1: Strengthen the ECSA–HC Secretariat's capacity to manage, coordinate, and provide technical support for a regional platform for TB commodities and information management

To achieve subobjective 1.1, ECSA-HC will—

- Develop the capacity (skilled human resources, equipment, and supplies) of the ECSA Secretariat to be able to host, manage, coordinate, and provide technical assistance for a regional platform for TB.

- Finalize the development of the TB commodity and data (supply chain) portal.

- Establish system needs (design, requirements, users, processes and functions, and country readiness), and finalize the portal.

- Define user levels, administration of the portal, and access to information and limitations for the member states, for ECSA, and for other partners.

  Facilitate the endorsement of the supply chain information portal by the ECSA ministers of health.
- Launch the Early Warning System to monitor and track TB commodities and data.

- Pilot the ECSA TB supply chain portal to the initial four member states i.e. Malawi, Swaziland, Tanzania and Uganda.

- Train national tuberculosis program (NTP) personnel and partners in comprehensive ECSA TB data and commodity management and in the use of the ECSA TB portal (i.e., dashboards and interpretation).

- Provide ongoing technical support to member states about the use of the portal and monitoring to improve the quality of data and commodities management (to be done by the ECSA Secretariat).

- Roll out the supply chain portal to other ECSA member states.

Key Deliverables

- TB commodity and data (supply chain) portal that is fully functional and coordinated by the ECSA Secretariat

- TB commodity and data (supply chain) portal piloted and used in selected member states and rolled out to other ECSA countries in three years

Subobjective 1.2: Improve knowledge exchange among ECSA member states

To achieve subobjective 1.2, ECSA-HC will—

- Conduct the mapping of TB supply chain activities (and functions) in ECSA member countries and any regional initiatives.

- Identify at least one best practice per country (that can be reviewed and be confirmed as a best practice).

- Share best practices and other opportunities to improve TB commodity management practices through the ECSA TB supply chain information portal.

- Adapt or adopt best practices in member countries.

- Through capacity building, identify and develop a pool of experts who can help plan and implement the respective best practices for any country that needs technical assistance.

- Perform periodic and continuous updates of the challenges and best practices

Key Deliverable

Lessons and opportunities that will improve TB commodity management practices and are documented and shared among ECSA member states, regionally and internationally.

Objective 2: Improve supply chain management of TB commodities

Subobjective 2.1: Enhance regional coordination and collaboration among ECSA member states to improve supply chain management of TB commodities

To achieve subobjective 2.1, ECSA-HC will—

- Map procurement practices, HR capacity, guides, and tools for TB supply chain activities (and functions) among ECSA member states, including other regional initiatives.

- Develop or adopt a generic "how-to" procurement guide to support ECSA member states in improving their procurement management of TB commodities.

- Develop and facilitate the availability of a regional technical resource pool about procurement.

- Track procurements, using the ECSA TB supply chain portal, and coordinate member states and suppliers in improving their procurement practices and performance (360-degree feedback system).

- Advocate for strong capacity of country procurement agents to procure all goods, including donor-funded goods.

- Encourage the elimination of intercountry TB commodity transfer barriers among ECSA member states through the following:

  o Map the regulatory requirements for cross-border commodity sharing and transfer among the member countries.
  o Advocate for harmonizing the registration of recommended TB commodities in all ECSA countries.
  o Address regulatory issues, and develop guidelines to facilitate intercountry distribution of TB commodities.
  o Coordinate with countries and key stakeholders, such as WHO, GDF, and development partners to improve stock availability in intercountry distribution.

- Facilitate the forum to support cross-country TB commody transactions in cases of emergency.

Key Deliverables

- Strengthened TB commodities procurement for ECSA member states

- Improved regional TB commodities supply chain management coordination among ECSA member states

Objective 3: Strengthen data and management of TB laboratory commodities among ECSA member states

One of the biggest bottlenecks in health commodity management is the management of laboratory commodities. For a TB program to succeed, all commodities (medicines, laboratories, equipment, and supplies) must be given attention to ensure uninterrupted availability, because all commodities affect health care delivery and because the absence of commodities leads to negative health outcomes.

Recognized by the participants of the ECSA TB experts' forum in August 2014 as the weakest link to ECSA commodity and data management improvement, objective 4 was developed. To address objective 4, the following will be done:

Subobjective 4.1: Understand TB laboratory supply chain capacity, policies, and practices among ECSA member states

To achieve subobjective 4.1, ECSA-HC will—

- Conduct a comprehensive ECSA laboratory supply chain situation analysis following the agreed steps

- Disseminate the results of the situation analysis.

Key Deliverable

A comprehensive ECSA laboratory supply chain situational analysis

Subobjective 4.2: Strengthen data and management of TB laboratory commodities in ECSA member states

To achieve subobjective 4.2, ECSA-HC will—

- Develop a comprehensive lab supply chain strategy for ECSA countries in collaboration with key technical partners and NTPs of member states.

- Prioritize the strategies to implement at both the country level and the regional level.

- Mobilize the resources to implement the ECSA TB commodities lab and diagnostics improvement plan.

Key Deliverable

ECSA laboratory supply chain strengthening strategy

IMPLICATION OF THE PROPOSED PLAN

Like any other plan, the success of this plan is measured by whether or not it is implemented. For successful implementation of the proposed plan, implementers must make a few assumptions about all stakeholders involved, such as these:

- Member states will commit to supporting the strategy, as expressed during the TB expert meeting.

- Development partners (such as USAID, WHO, Global Fund, GDF, Médecins Sans Frontières) and US government–funded projects (such as Supply Chain Management System, USAID | DELIVER, and SIAPS) will continue to collaborate on and to provide technical support for implementing the strategy. The partners and projects should be motivated enough to support the ECSA supply chain information portal.

- The strategic plan will receive full funding to accomplish the identified strategic objectives.

- ECSA member states should commit to submitting regular stock status updates as scheduled if they are to keep the Early Warning System in the portal active.

- There is a risk of the plan being viewed as a duplication of efforts if it is not communicated well to stakeholders. To address that risk, strong advocacy will need to be done and clarity should be provided about how this initiative focuses on what is not provided by existing similar mechanisms.

PERFORMANCE MONITORING PLAN

ECSA-HC will use a comprehensive performance monitoring plan that describes the expected products, outputs, and outcomes of the support provided. With support from SIAPS, ECSA-HC will report on progress in quarterly and annual reports, as well as on an ad hoc basis (as needed).

A detailed framework for monitoring the implementation plan is provided in annex A.

BUDGET AND FUNDING

The total budget for implementing the plan is approximately $3.7 million. The budget will cover all aspects of the project, for example, technical assistance, logistics and coordination, level of effort, capacity building, designs, and innovation. Table 2 summarizes the key budget line items for the plan implementation.

Table 2. Plan Implementation Budget Summary

Main Objective	Specific Objective	Budget Estimate (3 years)	
		Technical Assistance	ECSA-HC
Establish a platform for TB commodities and information management for ECSA member states.	Strengthen the ECSA-HC Secretariat's capacity to manage, coordinate, and provide technical support for a regional platform for TB commodities and information management.	$210,000	$420,000
	Improve knowledge exchange among ECSA member states.	$240,000	$540,000
Improve supply chain management of TB commodities.	Enhance regional coordination and collaboration among ECSA member states to improve supply chain management of TB commodities.	$550,000	$750,000
Strengthen data and management of TB laboratory commodities among ECSA member states.	Understand TB laboratory supply chain capacity, policies, and practices among ECSA member states.	$170,000	$250,000
	Strengthen data and management of TB laboratory commodities in ECSA member states.	$90,000	$450,000
TOTAL		$1,260,000	$2,410,000

IMPLEMENTATION ARRANGEMENTS

If funded, the ECSA TB data and commodities plan will be implemented by ECSA-HC through the RPF with technical assistance from SIAPS. Other technical resources partners will be involved as necessary. The implementation plan team will include the items listed in figure 1.
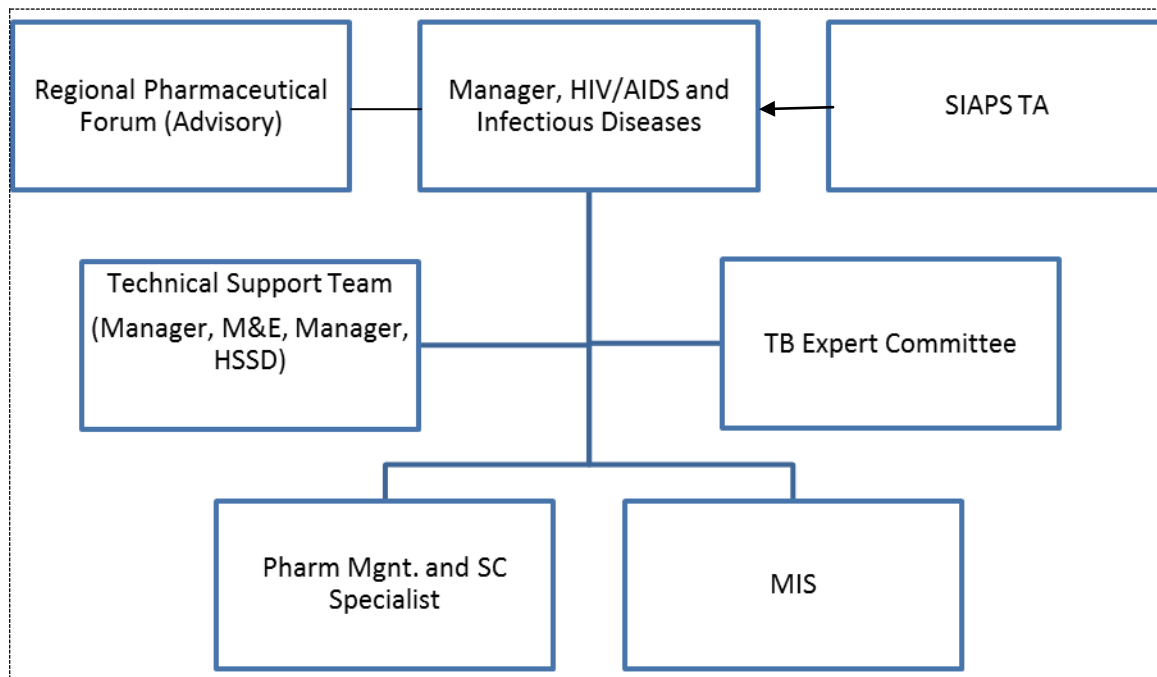
Figure 1. ECSA TB data and commodity management implementation and coordination team/organogram

Pharm. Mgnt = pharmaceutical management; HSSD = health systems and services development program (within ECSA); MIS = management information system; M&E = monitoring and evaluation; SC = supply chain; STA = senior technical advisor

Technical Resources

Regional Pharmaceutical Forum

The RPF will provide updates and guidance on TB data and commodity management on the basis of plans and deliberations related to ECSA pharmaceutical supply chain management issues.

Technical Support Team (ECSA Core Team)

The technical support team will comprise a program manager of HIV and infectious diseases, a TB pharmaceutical management and supply chain specialist, a TB monitoring and MIS adviser, a monitoring and evaluation manager, a manager of health systems and services development program (HSSD), a lab specialist, and others (advisory role).

TB Expert Committee

The ECSA TB expert committee will provide technical updates and strategies that are being proposed or implemented globally and within ECSA. This committee, through its annual TB experts forums (which is organized annually under ECSAHC) will review and advice ECSAHC on the progress of this TB data and commodity management strengthening implementation plan.

SIAPS

SIAPS will provide overall technical assistance to implement the plan.

The plan will also be implemented in collaboration with key partners within and outside the region. Clear roles of the partners will be outlined, and ECSA-HC will head the engagement process. The strategic partnership will include the ECSA-HC Secretariat, regional intergovernmental organizations (Southern African Development Community, East African Community, Intergovernmental Authority on Development, New Partnership for Africa's Development, and Common Market for Eastern and Southern Africa), technical agencies (WHO, JSI), and other development partners and NTPs for member states.

ANNEX A. RESULTS FRAMEWORK

Main objective	Specific objectives	Main outcomes	Main activities and sub-activities	Main deliverables/ indicators	Assumptions/risks/ mitigation
Establish a platform for TB commodities and information management for ECSA member states	Strengthen the ECSA-HC Secretariat's capacity to manage, coordinate, and provide technical support for a regional platform for TB commodities and information management	• Capability of the ECSA Secretariat to manage, coordinate, and provide technical support for a regional platform for TB commodities and information management • Improved TB commodities data availability and use for decision making among ECSA member states	• Develop capacity (skilled human resources, equipment/supplies) of the ECSA Secretariat to be able to host, manage, coordinate, and provide technical assistance for a regional platform for TB commodities and information management • Finalize the development of the TB commodity and data (supply chain) portal • Establish system needs (design, requirements, users, processes and functions, and country readiness), and finalize the portal • Define user levels, administration of the portal, and access to information and limitations for the member states, ECSA, and other partners • Facilitate the endorsement of the supply chain information portal by the ECSA ministers of health (to be done by ECSA-HC) • Launch the Early Warning System to monitor and track TB commodities and data • Pilot ECSA TB supply chain portal in the initial four member states • Train NTPs and partners in comprehensive ECSA TB data and commodity management and in the use of ECSA TB's portal (i.e., dashboards and interpretation) • Provide ongoing technical support to member states about use of the portal and monitoring to improve the quality of data and commodities management (to be done by the ECSA Secretariat) • Roll out the supply chain portal to other ECSA member states	• TB commodity and data (supply chain) portal that is fully functional and coordinated by the ECSA Secretariat • TB commodity and data (supply chain) portal piloted and used in selected member states	• Development of ECSA TB supply chain portal is fully funded • ECSA recruits key personnel will oversee day-to-day implementation of the platform for TB commodities and data management
	Improve knowledge exchange among ECSA member states.	Availability of lessons, best practices, and access to technical resources and information on TB data and commodity management in the region	• Map TB supply chain activities (and functions) in ECSA member countries and any regional initiatives • Identify at least one best practice per country (that can be reviewed and confirmed as a best practice) • Share best practices and other opportunities to improve TB commodity management practices through ECSA TB supply chain information portal • Adapt or adopt best practices in member countries	Lessons and opportunities to improve TB commodity management practices documented and shared among ECSA member states, regionally and internationally	• The knowledge exchange is not seen as a duplication of reporting from the member states • ECSA-HC will need to use existing forums (e.g., BPF, TB

Main objective	Specific objectives	Main outcomes	Main activities and sub-activities	Main deliverables/ indicators	Assumptions/risks/ mitigation
			• Through capacity building, identify and develop a pool of experts that can help plan and implement the respective best practices for any country that needs technical assistance • Perform periodic and continuous updates of the challenges and best practices		experts' forum, and regional pharmaceutical forum (RPF) as an avenue to share best practices. In addition, the portal discussion forum and resource center should be used as virtual learning centers

Improve supply chain management of TB commodities	Enhance regional coordination and collaboration among ECSA member states to improve supply chain management of TB commodities	Enhanced ECSA-HC regional coordination and collaboration in technical resources, guides, practices, tools, and capacity building among member states to improve supply chain management of TB commodities	• Map procurement practices, human resource capacity, guides, and tools for TB supply chain activities (and functions) among ECSA member states, including other regional initiatives
			• Develop a generic "how-to" procurement guide to support ECSA member states' improvement of procurement management of TB commodities
			• Develop and facilitate availability of a regional technical resource pool on procurement
			• Track procurements, using ECSA TB supply chain portal (use ECSA TB supply chain portal as a procurement tracker), and coordinate member states and suppliers to improve procurement practices and performance (360-degree feedback system)
			• Advocate for strong capacity of country procurement agents to procure all goods, including donor-funded goods
			• Encourage elimination of intercountry TB commodity transfer barriers among ECSA member states thus:
			  ○ Map the regulatory requirements for cross-border commodity sharing or transfer among the member countries
			  ○ Advocate for harmonization of registration of recommended TB commodities in all ECSA countries
			  ○ Address regulatory issues, and develop guidelines to facilitate intercountry distribution of TB commodities
			  ○ Coordinate with countries and key stakeholders, such as WHO, GDF, and development partners to improve stock availability in intercountry distribution
			  ○ Facilitate the forum to support cross-country TB commodities transactions in cases of emergency
				• Comprehensive report available on ECSA member states' procurement practices, guides, tools, and HR capacity for TB commodity supply chain management
				• "How-to" procurement guide available and used by ECSA member states
				• Availability of a regional technical resource pool
				• Advocacy for improved procurement capacity, practices, and collaboration among ECSA member states conducted
					• The risk is if ECSA member states view the plan as yet another assessments. To address this issue, ECSA-HC will need to collect the reports and documents describing the practices, guidelines, and tools and to review and share the analysis report through the experts' forum or RPF
					• When developing the how-to guide, those reports and documents should be considered as references and not guidelines for countries to implement

Main objective	Specific objectives	Main outcomes	Main activities and sub-activities	Main deliverables/ indicators	Assumptions/risks/ mitigation
Strengthen human resources capacity about TB data and commodity management within the ECSA health community by 2016	Comprehensively document the ECSA TB data and commodity management HR capacity gap	Development of an ECSA comprehensive capacity-building gap analysis and report	• Conduct a comprehensive TB data and commodity management HR gap analysis • Facilitate the dissemination of ECSA HR capacity analysis, and obtain validation and concurrence of the findings • Disseminate the ECSA TB data and commodity management situation analysis to ECSA member states	Comprehensive HR gap analysis report	Funding for the activity is available.
	Develop a comprehensive capacity-building package (guidelines, materials, and tools) on TB supply chain management for adoption by ECSA countries	Development of a comprehensive ECSA capacity-building package	• Through a consultative approach, develop a comprehensive ECSA capacity-building strategy about TB data and commodity management • Develop specific packages (tools, guides, and "how- to" manuals) about TB data and commodity management	ECSA TB data and commodity management capacity-building package (including generic training materials, tools, guides, and other technical resources) available online and to all member states	
Strengthen data and management of TB laboratory commodities among ECSA member states	Understand TB laboratory supply chain capacity, policies, and practices among ECSA member states	Determination by ECSA-HC of the region TB laboratory supply chain situation with regard to capacity, policies, and practices among ECSA member states	• Conduct an ECSA lab supply chain situation analysis (to be done by ECSA-HC) • Disseminate the results of the situation analysis	ECSA TB laboratory and diagnostics supply chain situation analysis report	Funding to support the ECSA TB lab and diagnostic commodities are made available
	Strengthen data and management of TB laboratory commodities in ECSA member states	• Strategies to strengthen ECSA TB laboratory commodity and data management • Improved laboratory commodity and data management through implementation of the ECSA TB laboratory commodities and data management system	• In collaboration with technical partners and national tuberculosis program, develop a comprehensive lab supply chain strategy for ECSA countries (to be done by ECSA-HC) • Prioritize the strategies to implement at country level and regional level	Plan to strengthen ECSA TB laboratory and diagnostic commodities for member states	

ANNEX B. ECSA TB DASHBOARD IMPLEMENTATION PLAN

		Year 1 (Months)												Year 2	Year 3
		1	2	3	4	5	6	7	8	9	10	11	12		
1	Collect documentation, analyze and develop draft dashboard	■													
2	Consultation session between the portal developer, SIAPS and ECSA to share draft concept of the portal (including the dashboards) and finalize the portal content		■												
3	Update and finalize the TB data and commodity management portal and dashboards dashboard upon receiving feedback			■	■	■									
4	User Acceptance Testing (UAT) and training for Tanzania TB program						■								
5	UAT and training for Malawi TB program							■							
6	UAT and training for Swaziland TB program								■						
7	UAT and training for Uganda TB program									■					
8	Assist dashboard data entry and update in four countries						■	■	■	■	■	■	■		
9	Conduct a workshop to share detailed national level and regional level roll out plan and obtain feedback and recommendations from ECSA member states using the dashboard											■			
10	Update the portal and dashboard based on feedback and recommendations from the workshop											■			
11	Training of trainers for the portal and dashboard user												■		
12	Regional level workshop to prepare the roll out of the portal and dashboard to the regional level within the four member states													■	
13	Handover full operations and management of the portal to ECSA HC from the consultants and SIAPS													■	
14	Roll out the portal and dashboard to other countries													■	
15	Master trainers participating in rolling out the portal and train new users													■	■