

SIAPS TECHNICAL HIGHLIGHT

Swaziland Develops Key Performance Indicators to Improve Warehouse Management

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BACKGROUND

In Swaziland, the Systems for Improved Access to Pharmaceuticals and Services (SIAPS) Program has the core mandate of ensuring uninterrupted availability of life-saving medicines. One of the interventions that SIAPS has designed to achieve this is to build capacity and skills of health care workers involved in the pharmaceutical management of TB, ARV, sexual reproductive health (SRH), and laboratory commodities. SIAPS works to ensure access to quality pharmaceutical products and effective pharmaceutical services through systems strengthening approaches to achieve positive and lasting health outcomes. SIAPS is funded by the US Agency for International Development (USAID) and is implemented by Management Sciences for Health (MSH).



In 2014, SIAPS supported the Ministry of Health (MOH), Central Medical Stores (CMS), and Swaziland Health Laboratory Services (SHLS) by conducting a workshop to build capacity and improve performance of staff that works in warehouse operations. The Imperial Health Services warehouse was used as a model to showcase warehousing best practices.

SIAPS is confident that the study tour gave participants insight into the latest approaches to improve warehouse management and to work toward ensuring uninterrupted availability of health products. It is expected that the participants will contribute to MOH's efforts to improve warehousing, especially with the newly acquired warehouse under refurbishment, funded by a Global Fund HIV/TB grant.

Using key performance indicators (KPIs) is a popular method for organizations to set objectives. In the same line, CMS and SHLS developed KPIs during the study tour as a roadmap to improving identified weaknesses in their warehouse management practices. These KPIs will be implemented and monitored by CMS and SHLS staff with technical assistance from the SIAPS team.

STRATEGIC RESPONSE

The CMS warehouse and SHLS warehouse have been experiencing challenges with managing minimum and maximum stock levels. Additionally, even though there is a clear process flow structure within these warehouses, it is not properly implemented. Such issues may lead to expensive pharmaceutical wastage through expires or stock-outs. SIAPS sought to improve its technical support to CMS and SHLS counterparts.

SUMMARY OF INTERVENTIONS

CMS and SHLS staff, with technical assistance from the SIAPS team, developed the following KPIs, which they will track periodically to evaluate progress toward achieving the desired outcomes.

Category	KPIs	Sources of data	Frequency
Finance	% of suppliers paid within 45 days	Finances payment ledger reports	Monthly
Finance	% of invoices processed by accounts within 30days	Trading account reimbursement report	Monthly
Health facilities compliance	% of requisitions submitted on time by health facilities	Register at reception	Weekly
Health facilities compliance	% of health facilities submitting Logistics Management Information System data by the 7th of the month	Register at reception	Monthly
Human resources	% of staff members who participated in induction training	Training reports	Annually
Human resources	% of staff members who received in-service training	Training reports	Annually
Inventory	Inventory accuracy or % of products where physical stock matches with system (RxSolution®)	Rx Solution	Quarterly
Inventory	% of obsolete stock in cost value	Audit reports	Monthly
Inventory	% of tracer medicines out of stock during the month	RxSolution	Monthly
Inventory	% (or fill rate) of products issued in quantities as ordered by the health facilities	RxSolution	Monthly
Operations	% of requisitions processed with the standard turnaround time (30 days)	Excel sheet filled by Reception and Dispatch	Monthly
Picking	% of requisitions picked correctly	Checkers' checklist reports	Weekly
Procurement	% of orders sent to suppliers that comply with tendered quantities	Procurement Unit reports	Annually
Quality assurance	% of products that conform with pharmacopeia requirements	Review of analysis certificates	Monthly
Receiving	% of orders received from suppliers captured accurately (accuracy)	Comparison of goods received note (GRN) with and RxSolution receipts	Monthly
Receiving	% of suppliers' invoices captured correctly (accuracy)	Comparison of the original supplier invoice/delivery note with GRN	Monthly
Suppliers performance	% of orders from suppliers delivered complete and on-time	Receipt from RxSolution	Quarterly
Transport	% of delivery route turnaround time	Security gate registers	Weekly

WAY FORWARD

The KPIs will be tracked according to the schedule, and reports will be presented to both CMS and SHLS management. The SIAPS technical team will be responsible for providing oversight and ensuring that the activities leading to the achievement of the stated objectives are undertaken.

ABOUT SIAPS | The Systems for Improved Access to Pharmaceuticals and Services (SIAPS) program works to assure access to quality pharmaceutical products and effective pharmaceutical services through systems-strengthening approaches to achieve positive and lasting health outcomes. SIAPS is funded by the US Agency for International Development (USAID) and is implemented by Management Sciences for Health.

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