

# Stronger Governance, Better Procurement

Increasing the Availability of  
Contraceptives and Medicines in  
Bangladesh



## *Presenters*

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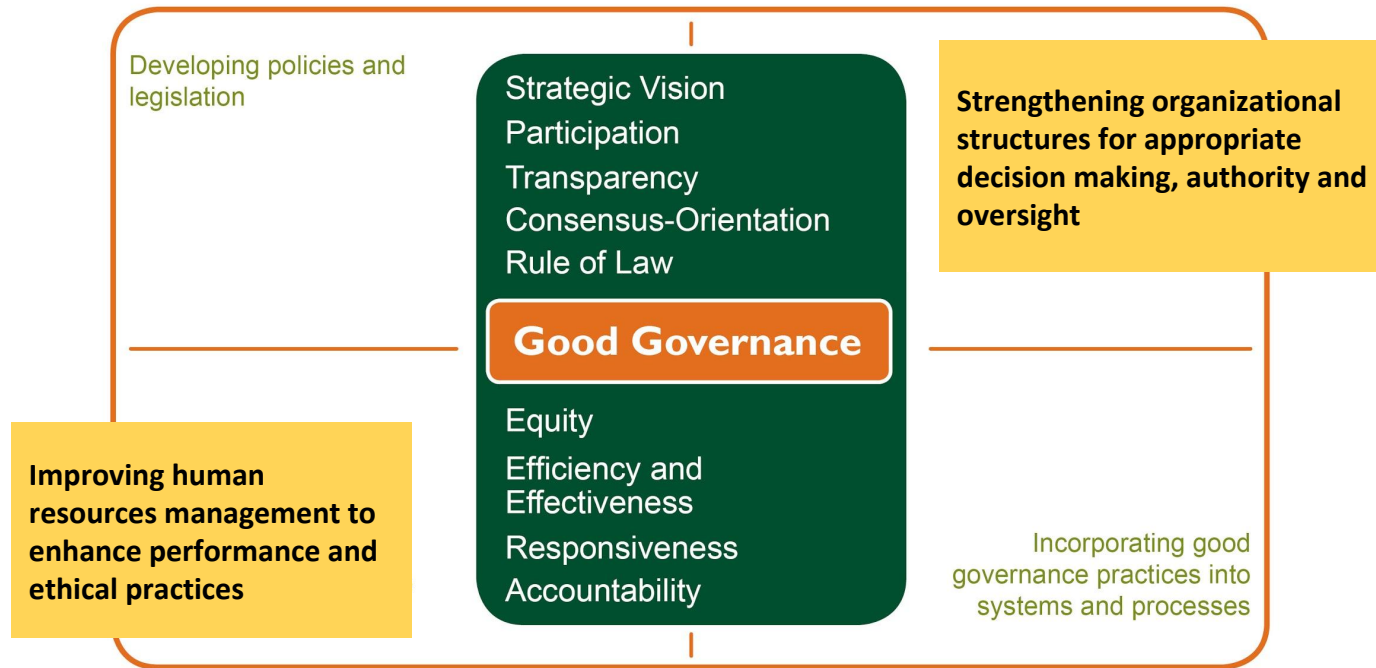
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# Improving Transparency and Accountability in Procurement



- Building organizational and individual capacity for better oversight, coordination, and procurement
- Reforming procurement systems to institutionalize standards and best practices and streamline processes
- Establishing an online procurement information system

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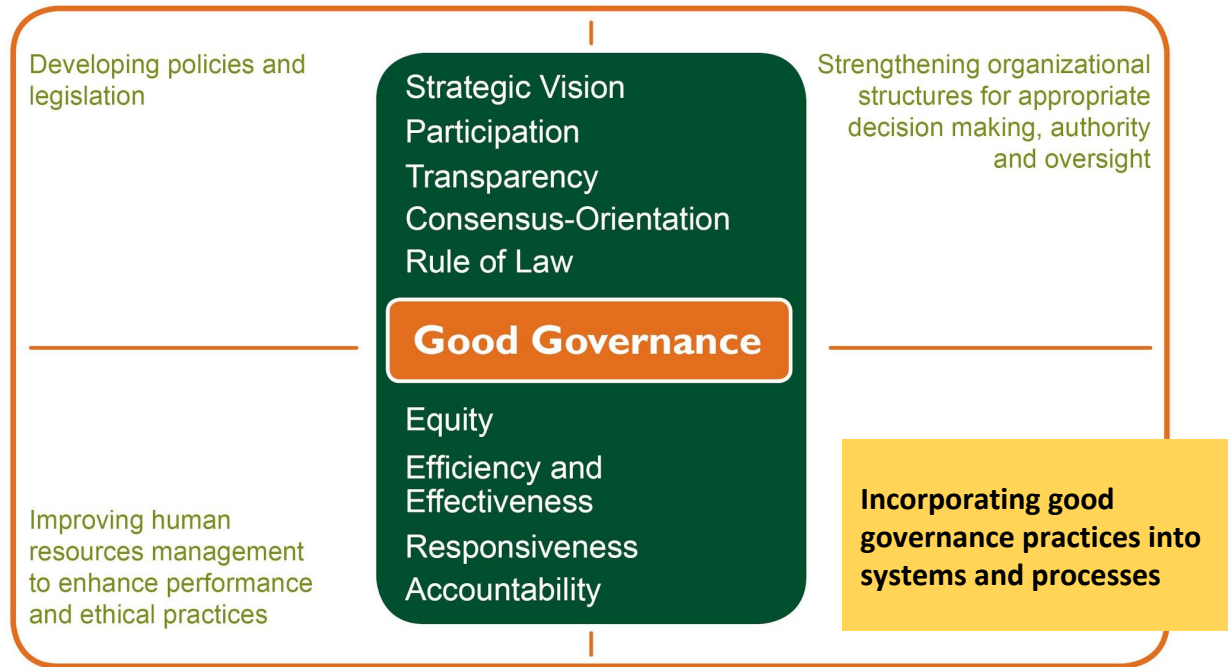
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# Context and Challenges

## Public Procurement System

- Ministry of Health and Family Welfare's key procuring entities: Directorate General of Health Services (DGHS) and the Directorate General of Family Planning (DGFP)
- Sources of funding: government budget and multi-donor trust fund coordinated by World Bank
- Procurement process: annual and mostly centralized

## Challenges

- Insufficient transparency, coordination, and oversight
- Unclear roles and responsibilities
- Lengthy procurement process: 78 weeks
  - Approval delays due to poor compliance with guidelines
  - Process inefficiencies
  - Complexity of consolidating 32 separate procurement plans
  - High staff turnover and limited procurement capacity
- Poor quantification/supply planning due to lack of accurate data



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# Benefits



## Organizational and individual capacity

- Procurement and Logistics Management Cell at MOHFW increased compliance with procurement guidelines and bolstered accountability
- Coordinating mechanisms at DGFP and DGHS improved procurement efficiency
- On-the-job assistance/training improved capacity of desk officers and managers

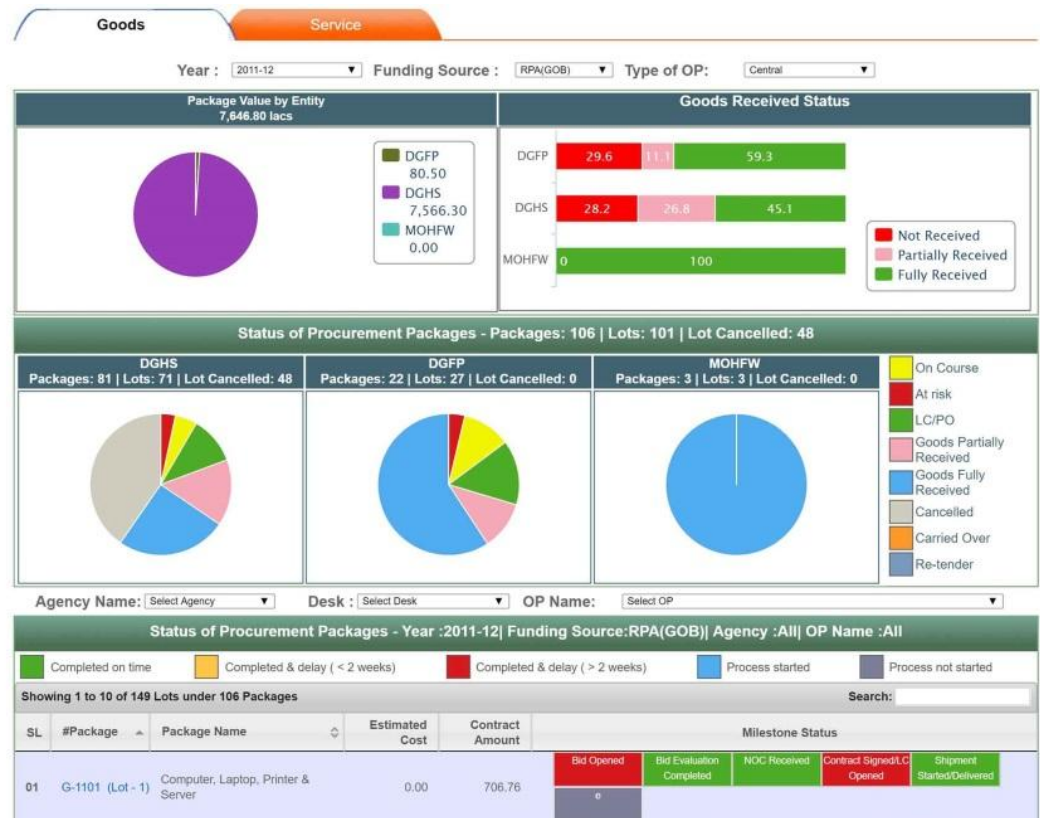
## Procurement systems reforms

- Procurement operations manual, guidelines, and tools institutionalized standards and best practices and streamlined procurement processes
- Standard procedures clarified roles, responsibilities, and lines of accountability

# Benefits (continued)

## Online procurement information system and electronic tools

- Supply Chain Management Portal and logistics information tools have improved data availability and visibility
- Online procurement plan development, tracking of procurement and stock status, and automated alerts support better monitoring and appropriate decision making

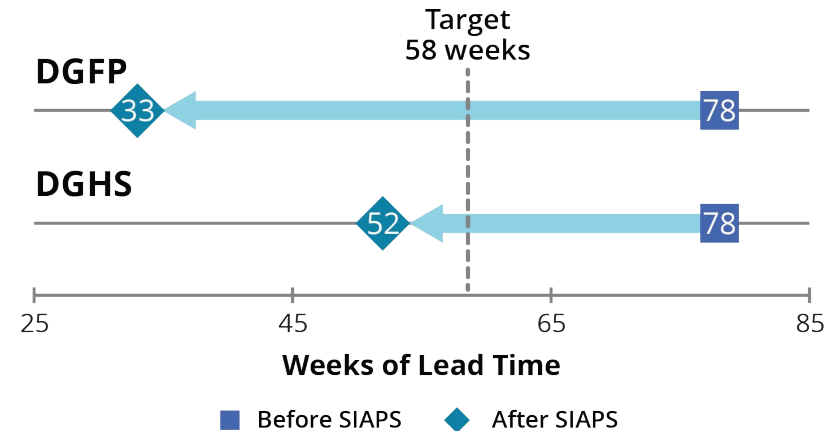




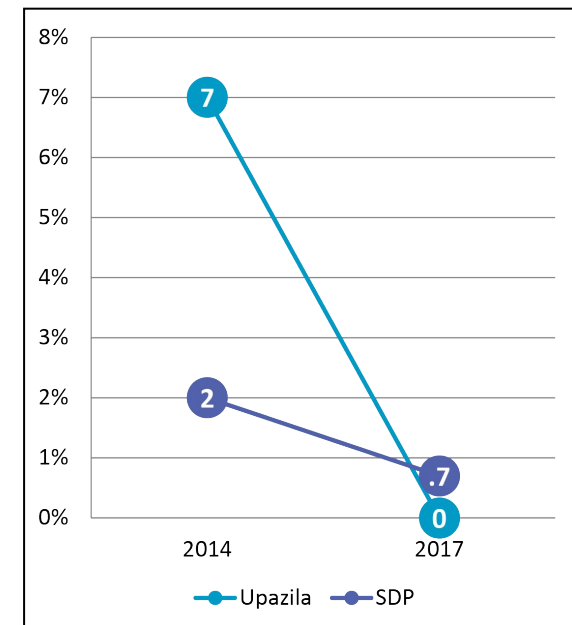
# Achievements

- Permanent, centralized procurement oversight body established
- Functional coordination mechanisms within DGHS and DGFP
- Improved transparency and accountability: online procurement tracker, data availability and visibility
- More efficient procurement processes:
  - More procurement packages on schedule
  - Reduced procurement lead time
- Financial savings: USD 6.38 million (2015)
- Stock-outs decreased

## Reduced Procurement Lead Time



## Reduced Stock-outs



# Lessons Learned



## Leveraging technology

- Leveraging the government's interest in using technology to address procurement inefficiencies served as an entry point for tackling governance issues.
- Web-based information system and tools enabled greater procurement transparency and accountability.



## Shared vision

- Aligning technical assistance with government vision and priorities helped generate trust, secure political backing, and enlist champions.



## Cultivating partnerships at all levels

- Joint planning, design and implementation, and building strong relationships with country partners takes time but are essential in building ownership and sustaining initiatives after projects end.
- Involving staff at all levels can help maintain momentum in situations where the reassignment of high-level officials is a common practice.



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# Reflections

- Governance in pharmaceutical systems is key to ensuring and **sustaining** access to and appropriate use of medicines.
- Pharmaceutical systems rely on robust governance frameworks and processes to be resilient.
- SIAPS' governance-strengthening framework has proved to be useful as a practical means of framing discussions on governance weaknesses and organizing thinking on potential interventions.
- Pragmatic approaches; generating compelling evidence that demonstrates the need for reforms; and integrating governance into technical assistance enabled SIAPS to work on this health system component in almost all program countries.



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# Thank you



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