

Nigeria: Effective Coordination Creates an Enabling Environment for Availability of Reproductive Health Commodities

Background



In 2011, although the United Nations Population Fund (UNFPA) and other donors pledged U.S.\$10.7 million to procure contraceptives in Nigeria, contraceptive availability remained sporadic; stockouts were reported at all levels of the system. A particular concern was the central-level gap in coordinating the procurement and supply management of contraceptives.

This situation had a variety of causes:

- The release of donor funds was delayed, delaying the procurement.
- Procurements did not always follow the supply plans—leading to an overstock of some commodities and an understock or stockout of others.
- Delays in clearing at the sea ports were common, causing delays in delivery of commodities to the Central Contraceptive Warehouse.
- Delayed orders and port-clearing issues caused huge shortfalls in contraceptives—compounding the urgent need for supplies at all levels of the system.

Methods

In 2012, to correct this gap, the Government of Nigeria, with support from the USAID | DELIVER PROJECT (the project), created the Contraceptives Procurement and Supply Management Sub-Committee.

Members included—

- stakeholders in the procurement and supply of contraceptives: UNFPA—the procurement agent for the Government of Nigeria
- donors: DFID, CIDA, USAID
- other government agencies: National Agency for Food and Drugs Administration and Control, Nigeria Subsidy Re-investment Maternal and Child Health Program (SURE-P MCH), National Primary Health Care Development Agency
- manufacturers/suppliers: MSD, Bayer Healthcare
- implementing partners: Marie Stopes International, Planned Parenthood Federation of Nigeria, Clinton Health Access Initiative, the USAID | DELIVER PROJECT
- others.



At the first meeting, this sub-committee agreed to the terms of reference:

- Review and update the annual national contraceptive forecast.
- Track and ensure timely procurement and delivery of contraceptives to the Central Contraceptive Warehouse.
- To procure commodities, coordinate the counterpart fund with relevant stakeholders.
- Coordinate the monitoring of distribution for the commodities, up to the facility level.
- Communicate to other stakeholders the findings and results of the sub-committee.



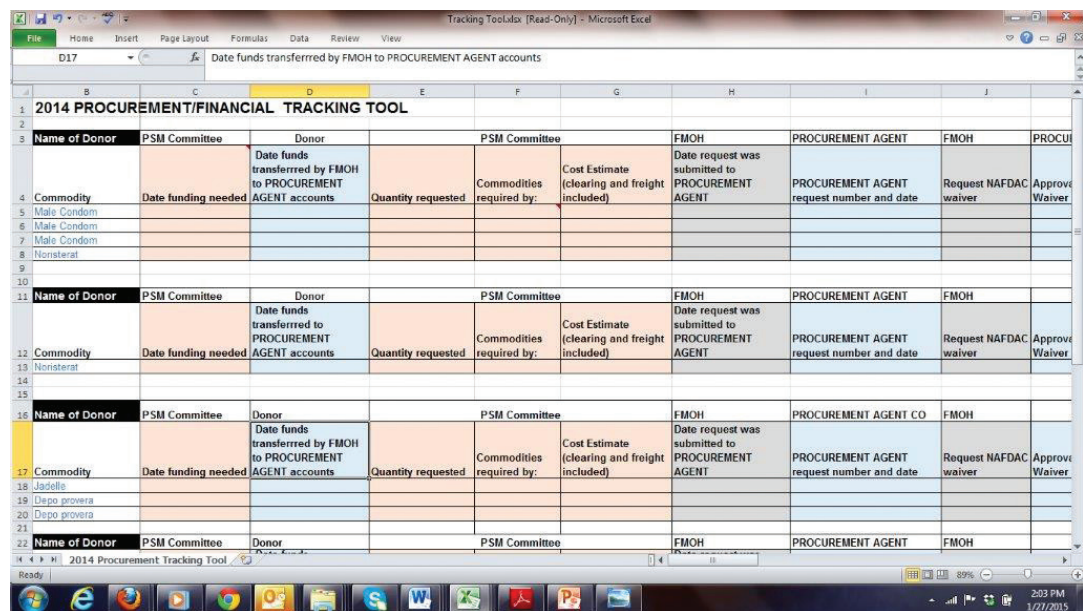
Every four months, the sub-committee reviews the annual contraceptives quantification prepared by the project, always considering the planned trainings and program expansion.

In 2012, the project also developed a procurement tracking tool; the sub-committee uses it to track orders, by product and by funder—from the date funds are released for procurement to the date commodities are delivered to the warehouse, ready for distribution. All relevant parties update the tool and share the results at each meeting.

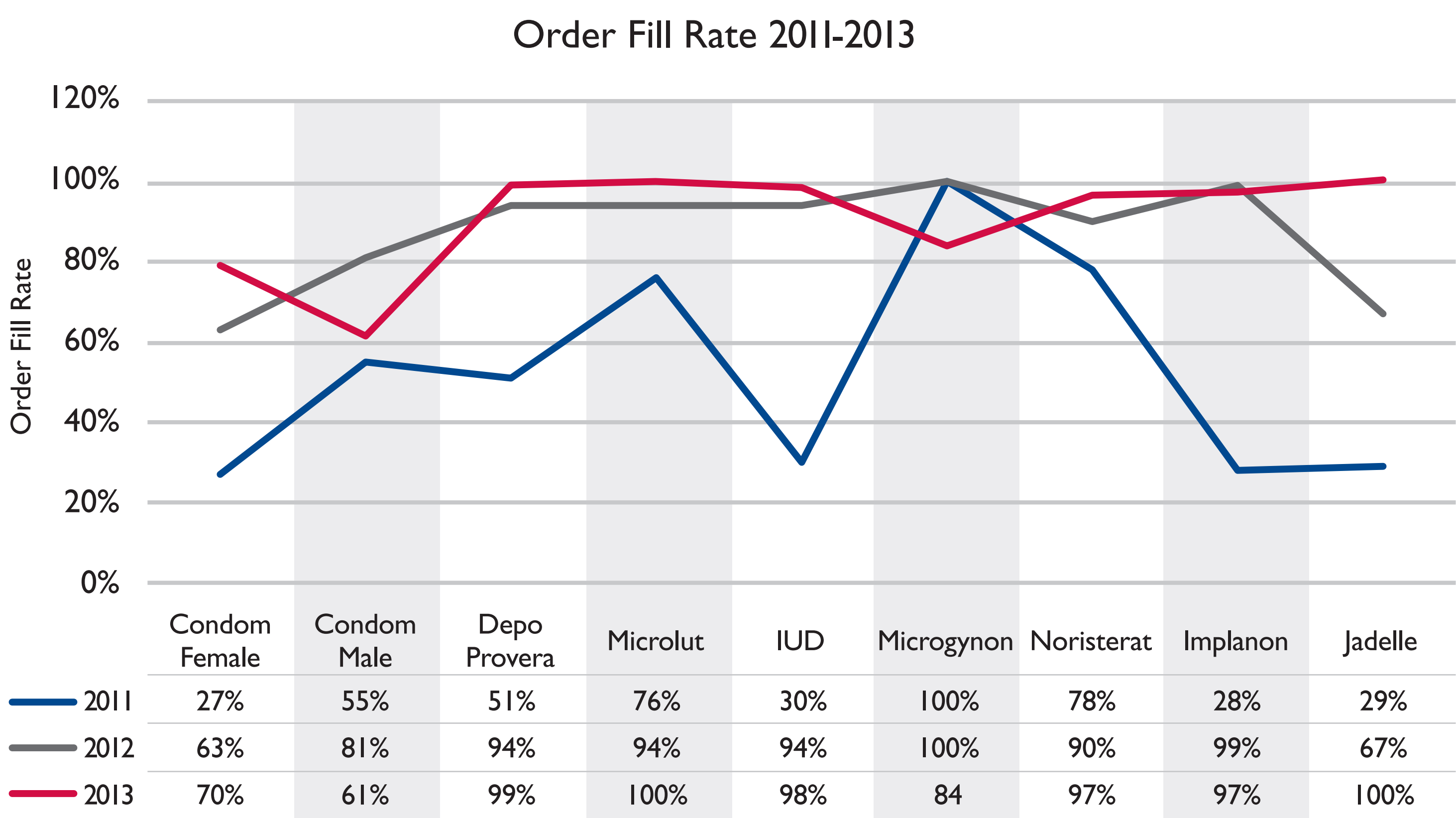
Results

After meeting monthly for the past two years, the sub-committee achieved significant results:

- Coordination among stakeholders improved significantly.
- Procurement lead time went from 12–18 months to 6 months.
- From December 2012 until May 2014, the Central Contraceptive Warehouse had no stockouts.
- The funding now provides adequate quantities of commodities needed.
- Funds are released faster.



- Orders are placed on time and are based on the supply plan, ensuring the timely arrival of adequate quantities of contraceptives at the warehouse.
- Potential shortages, due to the manufacturer’s production capacity, have been flagged and steps taken to mitigate potential stockouts that would have resulted.
- Shipments are tracked from the time orders are placed until they are delivered to the warehouse. The sub-committee and UNFPA can now identify bottlenecks in the procurement process and resolve them.
- The average fill rate for all commodities has steadily increased from 53 percent in 2011 to 90 percent in 2013 (see graph).



Conclusion

Effective coordination and pipeline monitoring at the central level provide visibility into the processes of supply chain management. It highlights the areas that are potential bottlenecks in the logistics system and provides an opportunity to mitigate these issues, or to prevent a reoccurrence. These activities contribute to increased commodity availability at the lower level.

