



# UGANDA'S VISION FOR A MODERN HEALTH SUPPLY CHAIN

*A guiding roadmap toward strengthening local capacity and ensuring sustainability*

In 2022, Uganda launched a 10-year roadmap to advance a shared vision of a modern, donor-independent health supply chain. The roadmap lays out the government's strategy to strengthen the capacity of its ministries, departments, and agencies (MDAs) to plan, finance, and manage the national health supply chain by outlining measurable targets and investments for the short-, medium-, and long-term. It focuses on eight priority areas, including human resources, governance, financing, and digitalization of the national health information system.

## SIGNIFICANT YEAR 1 RESULTS



### RESOURCE MOBILIZATION & FINANCING

USD 130.1 M (UGX 488B) allocated by the Government to procure essential medicines and USD 13.3M (UGX 50B) for antiretrovirals



### GOVERNANCE

Ministry of Local Government instructed districts to plan and budget for health supply chain activities



### HUMAN RESOURCES

Two critical supply chain positions added to the Ministry of Health staffing structure



### DIGITALIZATION OF HEALTH INFORMATION SYSTEMS

400 health facilities in line for solar off-grid electrification

## A ONE GOVERNMENT APPROACH TO DELIVER LIFESAVING RESULTS

The roadmap leverages capacities within MDAs and maximizes existing resources to achieve Uganda's supply chain priorities. Led by a health supply chain interministerial task force (IMTF) of ministries, donors, and development partners, this "one government" approach brings together stakeholders to share political ownership and consensus on actions. This provides a basis for coordinating resource allocation and accountability processes to achieve and sustain the roadmap objectives. Dozens of public and private stakeholders came together to create and commit to Uganda's health supply chain roadmap—a timeline that is exceptional given its overlap with the COVID-19 pandemic.



### PLANNING

Jun–Sep 2020  
• Map stakeholders  
• Plan engagement



### INCEPTION

Oct 2020–Jun 2021  
• Develop concept  
• Hold meetings



### WRITING

Jun–Oct 2021  
Draft and refine roadmap: retreats, consultations



### APPROVAL

Oct–Dec 2021  
Seek institutional approval



### LAUNCH

January 2022  
Ministries make public commitments



### IMPLEMENTATION

Ongoing  
Developed plans for new fiscal year



### MONITORING

Ongoing  
Measure progress against commitments

# UGANDA'S 10-YEAR HEALTH SUPPLY CHAIN ROADMAP TIMELINE: 2020–2032

## PLANNING

June 2020–September 2020

- 1 Conducted a stakeholder mapping** of parties with diverse interests and determined their potential influence on the supply chain. The map included MDAs, civil society organizations, private-sector actors, and health development partners that USAID's Strengthening Supply Chain Systems (SSCS) Activity targeted for engagement throughout the development process.
- 2 Developed a stakeholder engagement plan** detailing methods of engagement, outreach materials, schedule, and desired outcomes. SSCS organized a series of meetings to reach out to as many stakeholders as possible to orient them on roadmap objectives and the one government approach.



## INCEPTION

October 2020–June 2021

- 1 Established an IMTF Subcommittee** (IMSC) with 42 members to lead the writing process. SSCS helped the IMSC develop a concept note, workplan, and timelines for developing the roadmap.
- 2 Set roadmap priorities and agenda** through virtual stakeholder meetings that produced eight priority areas ranging from human resources and infrastructure to financing.
- 3 Created leadership buy-in** through one-on-one meetings with nine MDA leaders to underscore the one government approach as key to the roadmap's success—working as one entity toward shared objectives.

## IMTF Roadmap Development Subcommittee

- **Chair:** Ministry of Health
- **Secretariat:** USAID SSCS Activity
- **MDAs:** Ministry of Finance, Planning and Economic Development; Ministry of Local Government; Ministry of Public Service; National Planning Authority; Ministry of Information Communication Technology and National Guidance/National Information Technology Authority; National Medical Stores; Joint Medical Stores; National Drug Authority
- **Development partners:** USAID Uganda; US Centers for Disease Control and Prevention; UNICEF; United Nations Population Fund; Global Fund to Fight AIDS, Tuberculosis and Malaria; UK Foreign Commonwealth and Development Office
- **Civil society organizations:** Uganda's Coalition for Health Promotion and Social Development; Advocates Coalition for Development and Environment (ACODE)



## WRITING

June 2021–October 2021

- 1 Held two consultative writing retreats** with the writing committees. Five subject matter experts provided technical support to draft and produce a final version ready to submit for approval as a national living document.
- 2 Estimated implementation costs** using an activity-based costing approach with MDA budget staff to identify key inputs and functions of proposed interventions and their unit costs. The estimated cost of implementing the 10-year roadmap, including procurement of essential medicines and health supplies, was USD 7.85B.

## APPROVAL

October 2021–December 2021

1 **Coordinated review, approval, and sign-off** by various Ministry of Health structures, including the top management team, and the IMTF.

2 **Convened a high-level meeting** to discuss multisectoral collaboration in roadmap implementation, garnering ownership among the top leadership of 10 MDAs.



## LAUNCH

January 2022

**Top government leaders launched Uganda's 10-Year Roadmap for Government of Uganda's Health Supply Chain Self-Reliance** at a ceremony, with ministries making public commitments toward reaching the government's supply chain objectives.



Representatives from the Office of the Prime Minister and its MDAs joined USAID, the SSCS Activity, and stakeholders for the launch event on January 2022. Photo credit: MSH



## IMPLEMENTATION

Ongoing

**Eight MDAs developed roadmap implementation plans** for fiscal year (FY) 2023/24 according to their commitments.



## MONITORING

Ongoing

**USAID SSCS Activity coordinates with Office of the Prime Minister as the IMFT Chair, and with its Co-chair, and the National Planning Authority** to monitor stakeholder commitments and milestones outlined in the roadmap.

## SELECT MAJOR OUTCOMES EXPECTED BY 2032

	2025		2027		2032	
Government of Uganda funds	40% health commodities	>20% supply chain operations	60% health commodities	50% supply chain operations	>90% health commodities	>70% supply chain operations
Supply chain staff positions filled	>55% national	50% district	>80% national	>70% district	>90% national and district	
Public and private health facilities connected to electricity and internet	>40%		>60%		100%	
Health products pass quality tests	70%		85%		90%	

# A YEAR OF IMPACT

Since the launch of Uganda's 10-Year Health Supply Chain Roadmap in January 2022, ministries have acted on their commitments.



## Office of the Prime Minister coordinates MDAs to support implementation

Advised all MDAs to allocate resources for roadmap commitments



## Ministry of Local Government oversees local implementation

Instructed districts to plan for 10-year roadmap supply chain activities in FY2023/24



## Ministry of Finance, Planning and Economic Development funds implementation

- Published the National Budget Call Circular advising MDAs to allocate resources to their committed priorities in FY2023/24
- Committed UGX 464B (USD 123.7M) to procure essential medicines and health supplies for FY2023/24
- Provided an additional UGX 24B (USD 6.4M) to procure essential medicines and UGX 50B (USD 14M) for antiretrovirals in FY2023/24

## Ministry of Health provides technical oversight and a conducive policy environment for implementation in partnership with Ministry of Local Government, the USAID SSCS Activity and other partners

- **Trained 615 leaders** from 33 districts, cities, and municipalities and 17 hospitals in supply chain leadership, management, and governance; **leaders developed 50 supply chain implementation plans**
- **Held 121 health supply chain leadership and coordination meetings** in 77 districts and 27 hospitals; 814 district and health facility leaders reviewed supply chain performance indicators and mapped improvement strategies



## Ministry of ICT and National Guidance supports health supply chain digitalization

- **Connected 84 health facilities** to national internet backbone out of 600 facilities committed over 5 years
- Deployed district information, communications, and technology officers to support roadmap commitments



## Ministry of Public Service plans for adequate supply chain staff in health facilities

Added critical health supply chain staff positions to the national human resources structure: district pharmacists and medical records officers

## Ministry of Energy and Mineral Development provides electricity to health facilities

- Committed to providing electricity to **830 health facilities** and **73 districts** over 5 years
- Named first 400 health facilities to receive solar off-grid electrification



### About the USAID SSCS Activity

USAID's Strengthening Supply Chain Systems (SSCS) Technical Assistance Activity supports Uganda's efforts to increase availability and access to safe, quality-assured medicines and health supplies in public and private nonprofit health facilities. SSCS is led by Management Sciences for Health (MSH) in partnership with two local Ugandan organizations: Uganda Healthcare Federation (UHF) and Advocates Coalition for Development and Environment (ACODE).