

USAID GLOBAL HEALTH SUPPLY CHAIN PROGRAM
PROCUREMENT AND SUPPLY MANAGEMENT

SIGLOFA – PILOT

KEY FINDINGS & LESSONS LEARNED

ANGOLA

May 2019



SUCSESSES

I. Unitel network availability and performance

Unitel network and general internet performance at provincial locations has been better than expected. Some sites still experienced occasional (1-2 times per session) network drop-outs that temporarily impact availability, but overall speed has been good and more than sufficient for system usage.

2. On the job approach to training

On-the-job training has been an approach used within the health supply chain historically, and it proved to be a beneficial approach for the Pilot as well. It guaranteed that users would be on-site and available, and participation was interactive. Feedback from the training approach was positive, and user feedback about both the training and system was positive.

3. Hardware procurement

The hardware items procured for the sites proved to have the correct specifications, where the desktop computers were not complicated or require a lot of space to install. The use of network routers provided the best flexibility to guarantee Unitel network signal and maintain wireless connectivity to the computer. This approach will provide further flexibility for tablets and other mobile devices in the future.

4. Team Composition

Teams were structured to provide a trainer, and a technician for infrastructure and hardware implementation. A logistics representative from MoH also provided beneficial support to staff that required knowledge reinforcement, and provided helpful assistance in identifying site based issues with processes and procedures.

LESSONS LEARNED

Id	Title	Anomaly	Proposed Resolution	Action
LL-01	Completeness of Medicines List	National Program lists of medicines and the DNME medicines list (LNME) is incomplete and inconsistent. Information impacted includes: <ul style="list-style-type: none"> • Lot numbers & Expiry dates • Package sizes • Costs of products 	Conduct an inventory audit at CECOMA to capture missing information. Where products and data are not available, the data will be captured and updated as the stock enters CECOMA. This information will update SIGLOFA to become the authoritative source for this information	An inventory audit was tentatively scheduled at CECOMA for 01 May 2019 to capture this information. Process was postponed until MoH approval could be obtained. A follow up audit will be scheduled once MoH approval is received.
LL-02	Product Naming Standards	Each province may decide how a product is named which led to some users not being able to find products in the system	Adjust training to inform users to look for the medicine product name rather than the brand or trade name.	Training was adjusted to teach trainees how to find products that may use alternate names.
			Provide multiple methods for searching for products with SIGLOFA, including aliases, brand names and other product naming schemes, e.g. "Vitamin B12" is also called "Cobalamin"	Submit a request to the OpenLMIS development community to create an aliases lookup, enabling system users to search for the same product using multiple methods. In progress.
LL-03	Product Codification	Some provinces have defined their own unique code to refer to medicines.	Educate users on the benefits and need for standardised codification of products.	Update training material to include explanation of the national product codification standard.

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			Educate users on the reports available in SIGLOFA for that will replace existing product reports.	No action required, reporting explanations included as part of existing training plan.
LL-04	Approaches to counting product stock quantities	Inconsistent methods for counting product stock results in incorrect data entered into the system. Some sites will count by packages, and others will count dispensing quantity. This results in significantly different stock values between sites. Dispensing quantity should be the value used.	Update Warehousing SOP to ensure procedures for stock storage and counting are defined.	Update warehouse SOP to include standard procedure for counting stock.
			Educate users on the method for counting and recording stock for inventory, reporting and requisition processes.	Update training material to explain how the Ficha de Stock (Stock File) must register stock quantities, and then subsequently be entered into SIGLOFA. Update training material to describe the terms for dispensing quantity, package size and best-practices for recording stock counts
LL-05	Consistency of Logistics Knowledge	Consistency of knowledge and adherence to logistics procedures varies between sites. Issues identified included reporting frequency, stock handling, and inventory processes.	Identify gaps or weaknesses in logistics knowledge prior to training users.	Conduct a logistics knowledge assessment for trainees / users to identify areas of challenge.
			Educate users on logistics knowledge areas that require strengthening.	Train users in the identified knowledge areas to strengthen and refresh their logistics knowledge.

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LL-06	Availability of SOPs for logistics staff	Physical availability of SOP's on-site was low, so logistics staff did not have appropriate reference materials	Provide approved, bound, version controlled copies of logistics SOPs for each SIGLOFA installation site.	Institutionalize the warehousing and national program logistics SOPs. Print and bind logistics SOPs for distribution to each installation site.
LL-07	Internet access to SIGLOFA	SIGLOFA still consumes data while using the Unitel network to access the system.	Request already submitted to Unitel to update their network configuration and enable free network access to SIGLOFA.	Continue follow up until access is finalized.
LL-08	Internet Data Consumption	The devices installed at sites consumed significant quantities of data due to automatic updates to the operating system, installed software, anti-virus and system processes accessing the network. This resulted in the available data being consumed faster than expected.	Disable automatic system & software updates, reduce anti-virus update frequency (where possible)	Update device preparation checklist to disable system and software updates prior to installing equipment at sites. Update anti-virus frequency to check for updates monthly.
LL-09	Support Page requires data consumption	The support page configured as a part of SIGLOFA is currently hosted on the Atlassian cloud web-service. As this service is not a part of the Unitel MoU for free network traffic, the form will not be accessible once the free Unitel data plan is configured.	Develop a support request form proxy that will capture the support request data, and submit the data to the Atlassian web service from the SIGLOFA server.	Submit a request to the OpenLMIS development community to create a support request form proxy. Data will be submitted to the Atlassian Jira API to register the request on the relevant service desk portal. In progress.

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LL-10	Improve password standards and controls	Passwords are currently configured to be reused between devices, and are easy to guess. Users with knowledge of one password may be able to guess passwords to other devices or services, e.g. router, WIFI network.	Create a non-standard set of passwords and register these credentials in a central, administrator accessible location.	<p>Update device preparation checklist to apply the appropriate password.</p> <p>Verify and validate passwords to ensure they are correct.</p> <p>Implement a process to change passwords frequently, where feasible.</p>
LL-11	User Support Material	Improve support material to ensure information is relevant, accurate, up-to-date, easy to read, and accessible.	Provide each site with multiple copies of the user cheat-sheet, user guide, process flows and approval processes / matrix. Note that the SIGLOFA user guide will not be available until the Production release of SIGLOFA.	<p>Update, print and laminate the user cheatsheet, processes and approvals matrix for each major system change.</p> <p>Update, print and bind the SIGLOFA user guide.</p>
LL-12	Field staff system knowledge	Early system adoption requires a high level of one-on-one contact time with users to ensure correct system usage. Availability of support staff in provincial areas to assist with training and operational support for data entry is limited and requires strong knowledge of the system	Identify support staff and power users through site visits and training. And strengthen their knowledge in SIGLOFA.	Perform a SIGLOFA skills assessment for each field staff member to identify areas of strength and weakness.
			Provide additional one-on-one training and support channels for support staff.	Use the knowledge assessment to provide additional training to field staff and build support staff knowledge and confidence in SIGLOFA.

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LL-13	End user computer confidence	Provincial logistics staff are transitioning from a paper-based logistics reporting system. Accordingly, user computer skills and speed is slow for navigation and data entry.	Provide additional one-on-one time with site logistics staff to strengthen their knowledge in the system.	Shadow each logistics users through each of the SIGLOFA logistics processes multiple times. Ensure the user is in control of the system.
LL-14	Operational Support communication channels	Operational Support communications are currently limited due to infrastructure limitations at MoH preventing phone and email provisioning.	Resolve landline phone configuration issues. Establish a phone route to a GTI/GEPE desk phone for support escalation	Work with GTI & MTTI to resolve landline phone constraints. Ensure a publicly accessible phone number is provisioned and made available for users and 1st line support staff.
			Resolve email communication channel challenges	Work with GTI & MTTI to resolve Exchange Server email group limitations Create a Gmail based email account for SIGLOFA support. Setup automatic forwards to GTI/GEPE team members. In progress.
LL-15	Operational Support proactivity	Current Operational Support processes depend on a reactive approach to resolving issues, i.e. user identification and escalation of issues.	Educate Operational Support staff in proactive system monitoring and resolution procedures to resolve issues before users are affected.	Update administrator and Operational Support training and mentoring plans to include identifying and configuring proactive monitoring and notification handling.

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LL-16	Operational Support resourcing levels	The pilot implementation trained 55 users across three provinces, in 5 separate sites. The skill and experience of the Operational Support team is not sufficient to provide support to this user base with the amount of change management involved.	Document Operational Support procedures and create a process for continual improvement and update.	Operational Support processes must be documented to facilitate training of staff and automation of processes.
			Automate Operational Support processes where possible.	Automate support processes wherever possible, e.g. password reset, data configuration, user management.
			Provide continual mentoring and guidance to Operational Support staff	Educate and train Operational Support team members in automation processes.
LL-17	Operational Support process maturity	Operational Support processes are still very basic within MoH, especially within GTI. Issues and requests are not likely to be investigate or resolved without significant guidance and intervention.	Embed trained Operation Support staff within MoH and GTI to provide leadership and guidance in Operational Support processes.	Embed Operational Support personnel to train, mentor and assist MoH staff in SIGLOFA support processes within the next month. Provide training to MoH and GTI staff in Operational Support processes.
LL-18	Supply Line Consistency	Supply Lines between provincial sites changes depending on staff availability, storage capacity and provincial decision making. For example, HIV reporting, requisition and distribution processes in Cuanza Norte occur at the	Identify the supply line changes for each program and focus on reporting and requisition processes over the inventory management processes at non-warehosue facilities, i.e. hospitals.	Work with the GPS (Gabinete Provincial da Saúde) in each province to identify the warehousing and R&R sites for each program, and optimise supply line reporting. Expect dynamic changes to the SIGLOFA configuration to account

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		Provincial Hospital, the Provincial Warehouse does not store or manage any HIV program products.		for the different supply line configurations.
LL-19	Stock Turnover at Provincial Hospitals	Some warehouse facilities at provincial hospitals are also operating as dispensaries resulting in very high stock turnover rates. This turnover is putting straining on the limited staff at these sites and as a result stock management data is not readily available.	High stock turnover sites should focus on Report and Requisition processes to ensure monthly stock tracking and fulfillment processes are correctly managed. Stock	Identify high-turnover sites and focus training and support on R&R processes.
LL-20	Staff Turnover	Uige and Cuanza Norte sites experienced staff turnover in the 2 month monitoring period. One user was very skilled and valuable in promoting the use of SIGLOFA.	Work with provincial management and GPS teams to identify key users and advocate for them to stay in their function to their relevant supervisors.	Regular check-ins at each sites (currently twice weekly), and include questions on planned or unplanned staff movements.



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