

USAID MEDICINES, TECHNOLOGIES, AND
PHARMACEUTICAL SERVICES (MTaPS) PROGRAM

Improved Access. Improved Services. Better Health Outcomes.

Combatting Corruption and Promoting Equity in the Health Sector

WHO Collaborating Center for Governance, Accountability and
Transparency in the Pharmaceutical Sector, University of Toronto
and UC San Diego – Extension Workshop

San Diego July 10–11, 2019



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Changing Governance: The Case of Bangladesh

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San Diego

July 10, 2019



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Outline

- Introduction to MTaPS
- Bangladesh case study
- Exercise: Unpacking the change model
 - Small group
 - Plenary

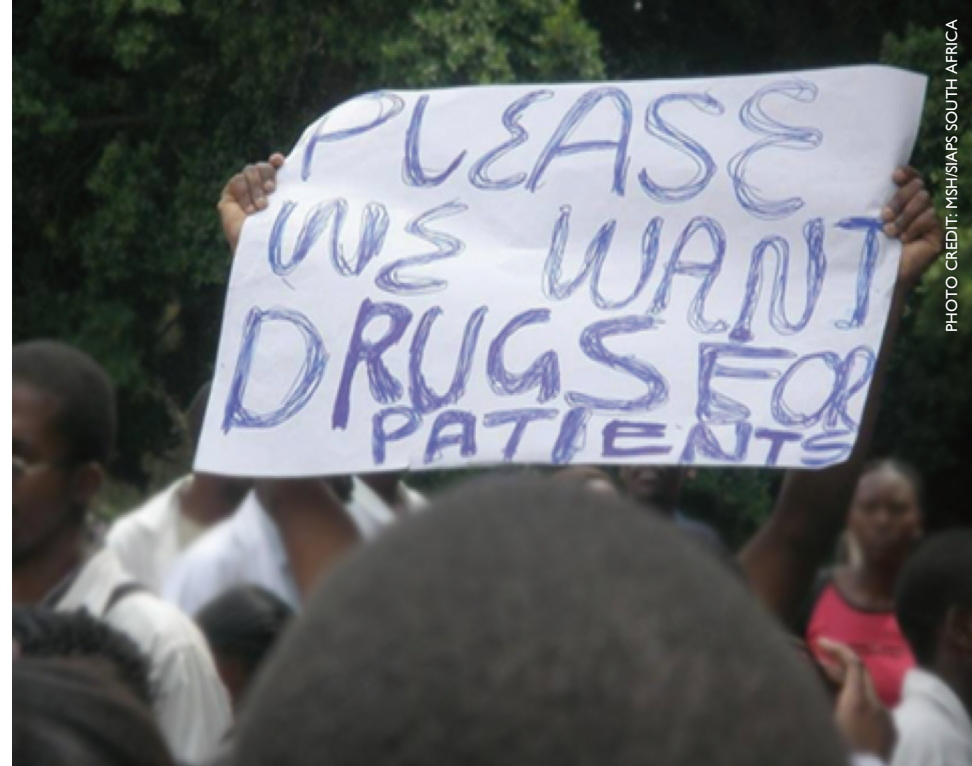


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MTaPS

Medicines, Technologies, and Pharmaceutical Services

Improved Access. Improved Services. Better *Health Outcomes*.



MTaPS' Goal

The goal of MTAps is to enable low- and middle-income countries to **strengthen their pharmaceutical systems** to ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines and medicine-related pharmaceutical services.



MTaPS Program Objectives

- 1. Pharmaceutical-sector governance strengthened**
2. Institutional and human resource capacity for pharmaceutical management and services increased, including regulation of medical products
3. Availability and use of pharmaceutical information for decision making increased and global learning agenda advanced
4. Pharmaceutical-sector financing, including resource allocation and use, optimized
5. Pharmaceutical services, including product availability and patient-centered care to achieve desired health outcomes, improved



MTaPS Predecessor Programs and Governance



Rational
Pharmaceutical
Management
Project
(1992–2000)

Rational
Pharmaceutical
Management Plus
Project
(2000–2008)

Strengthening
Pharmaceutical
Systems Program
(2008–2011)

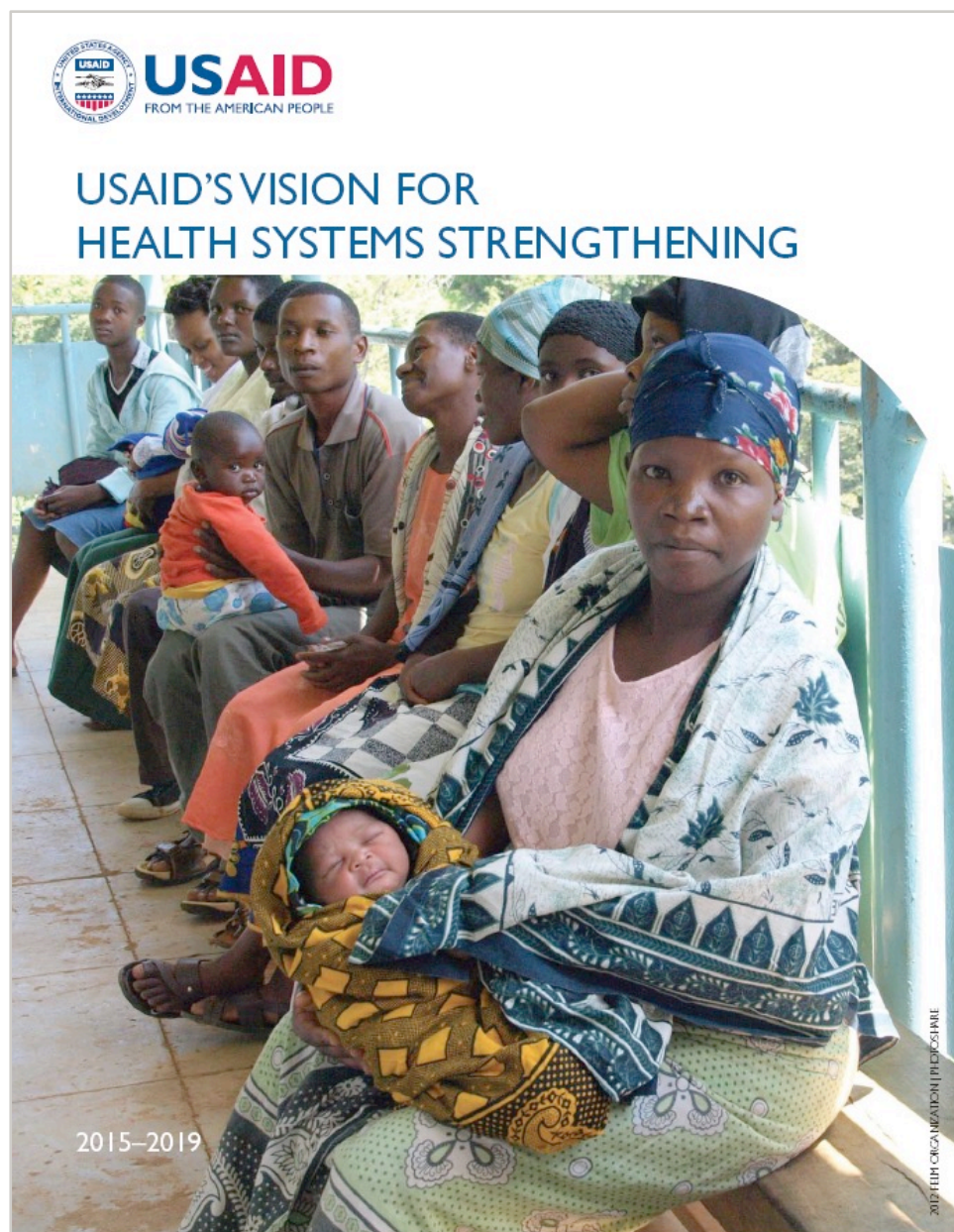
Systems for
Improved Access to
Pharmaceuticals
and Services
Program
(2011–2018)

Medicines,
Technologies, and
Pharmaceutical
Services Program
(2018–2023)

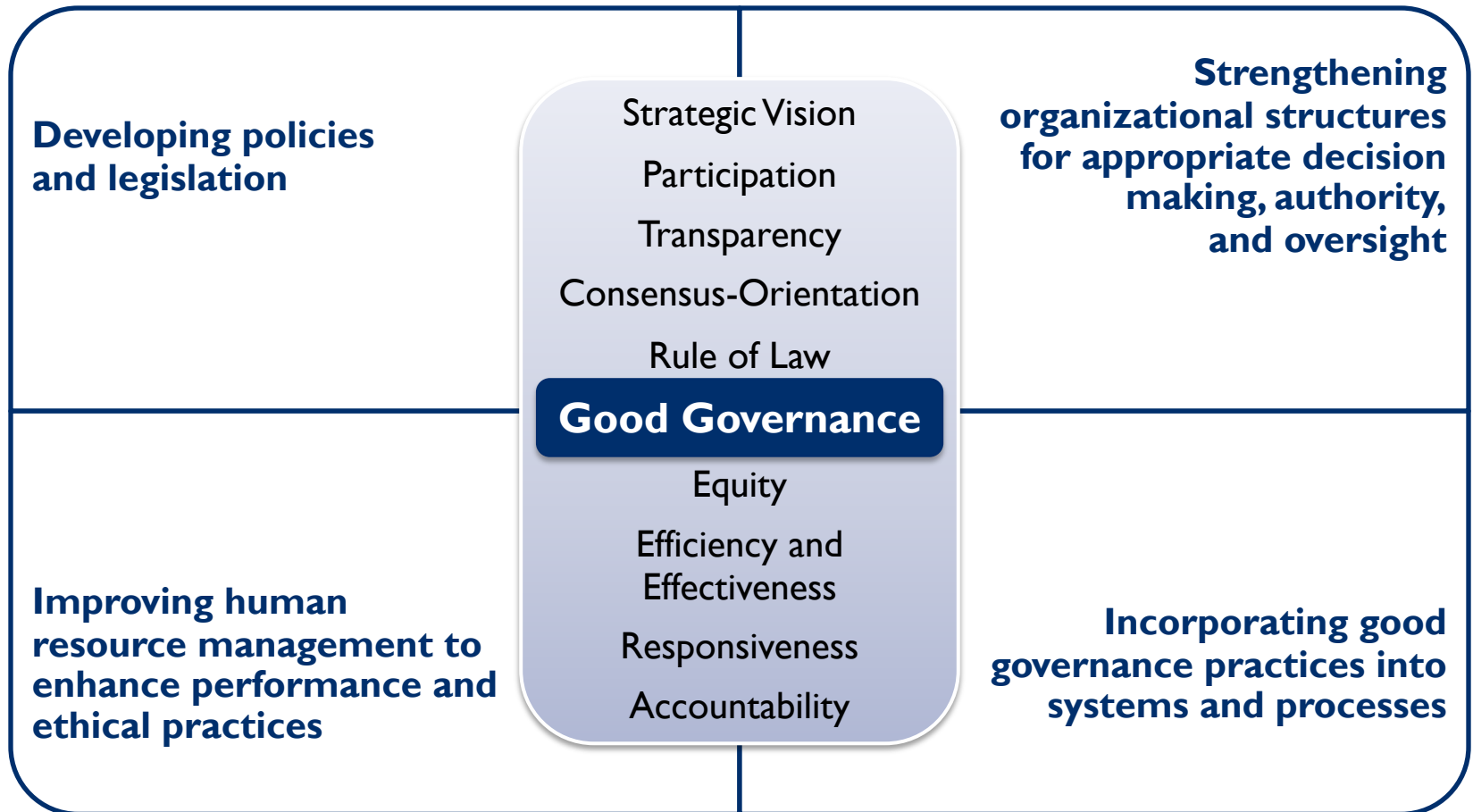
USAID-funded pharmaceutical management projects implemented by MSH

Medical Products, Vaccines, and Technologies Function: Three Priority Objectives

1. Strengthen supply chain components for uninterrupted supply
2. Strengthen medicines regulatory capacity and **pharmaceutical sector governance**
3. Increase and enhance HR and institutional capacity to manage pharmaceutical systems and services



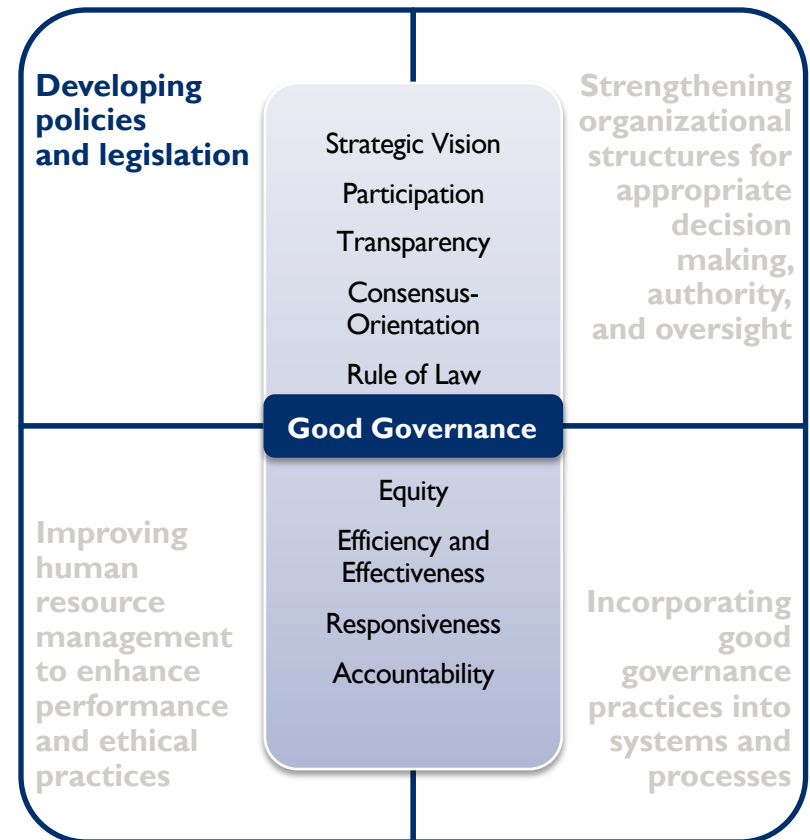
Framework for Strengthening Governance in Pharmaceutical Systems



Source: SPS. 2011. *Pharmaceuticals and the Public Interest: The Importance of Good Governance*. Submitted to the US Agency for International Development by the SPS Program. Arlington, VA: Management Sciences for Health.

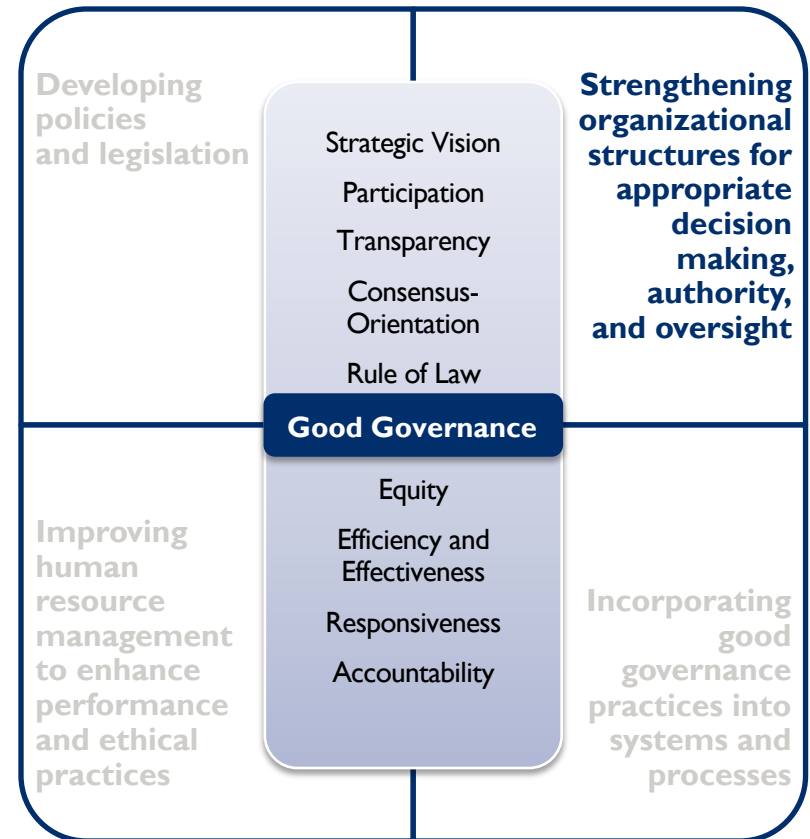
Policies and Legislation

- Robust and enforceable policies and legislation
- Guidelines and standard operating procedures based on international guidelines
- Fair, impartial, and equitable enforcement
- Mechanisms for consultation, participation, and transparency in formulation and implementation processes



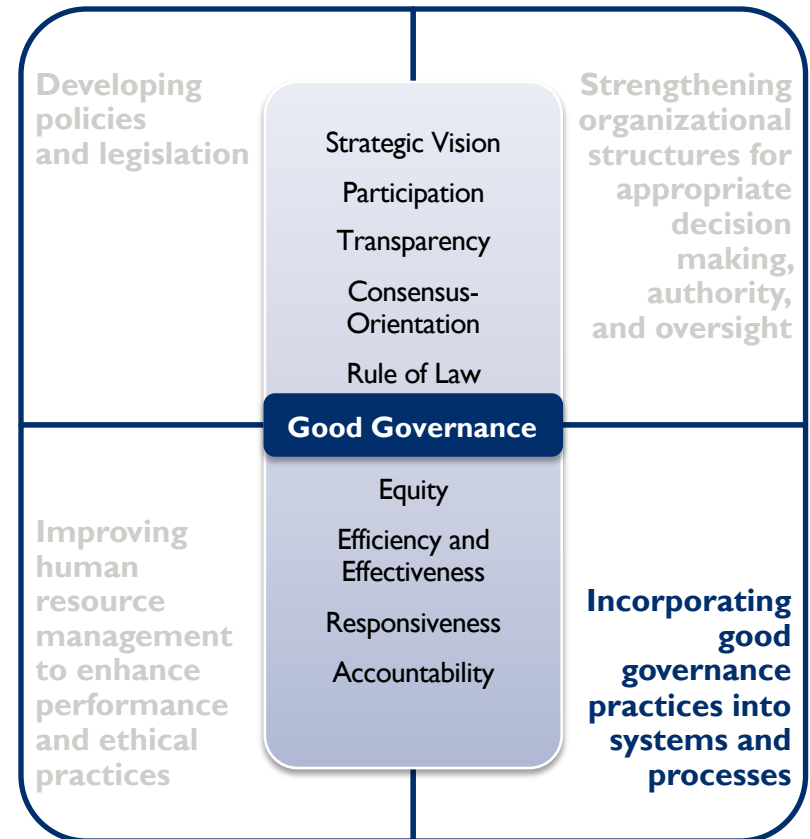
Organizational Structures

- Establishment/review of governance and decision making entities
- Robust terms of reference
- Objective criteria for membership
- Mitigating and managing conflicts of interest
- Transparency and participation
- Adequate capacity



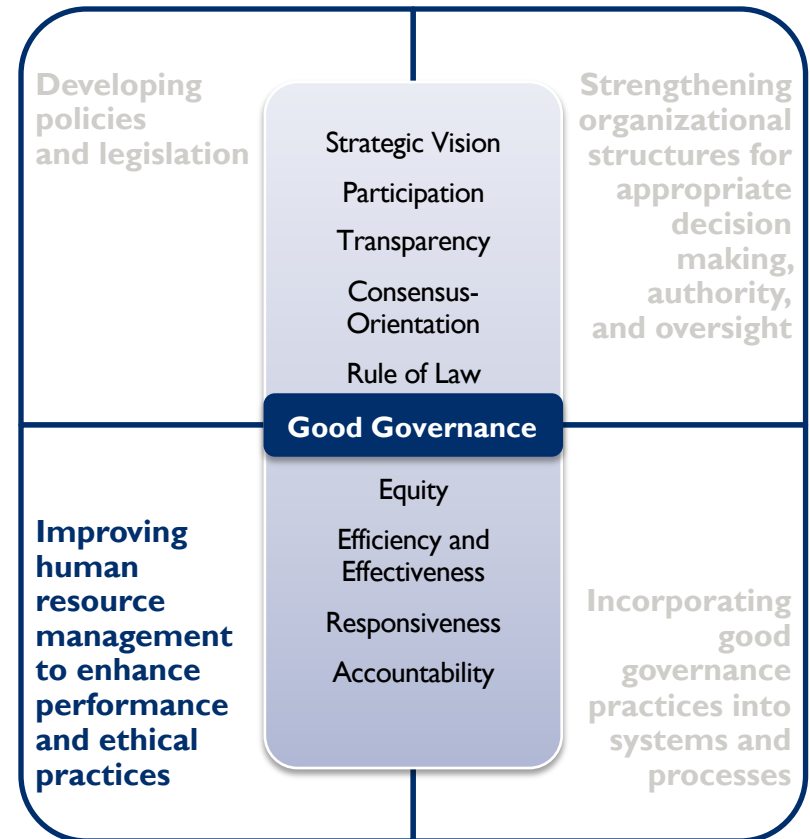
Systems and Processes

- Clearly defined criteria for decision making
- Transparent, evidence-based decision making
- Adherence to operational standards based on best practices and guidelines
- Oversight entities with adequate autonomy, capacity, and funding
- Monitoring by civil society



Human Resource Management

- Appropriate staffing levels
- Clearly defined criteria for staff selection and promotion
- Clear performance standards, job descriptions, and ongoing supervision
- Systems for complaints and whistle blowing
- Codes of ethics/conduct



Case study 1: Swazila

Case study 2: Sierra L

Case study 3: DRC

Case study 4: Ethiopi

Case study 5: Ukrain

Case study 6: Bangla

Case study 7: Camer

Case study 8: Philipp

Strengthening Governance in Pharmaceutical Systems

A Compendium of Country Case Studies

MARCH 2018

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Tamara Hafner
Susan Putter



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Enhancing
performance
and ethical
practices

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Stronger Governance, Better Procurement:

Increasing the Availability of Family
Planning Products and Essential
Medicines in Bangladesh



Bangladesh Public Procurement System

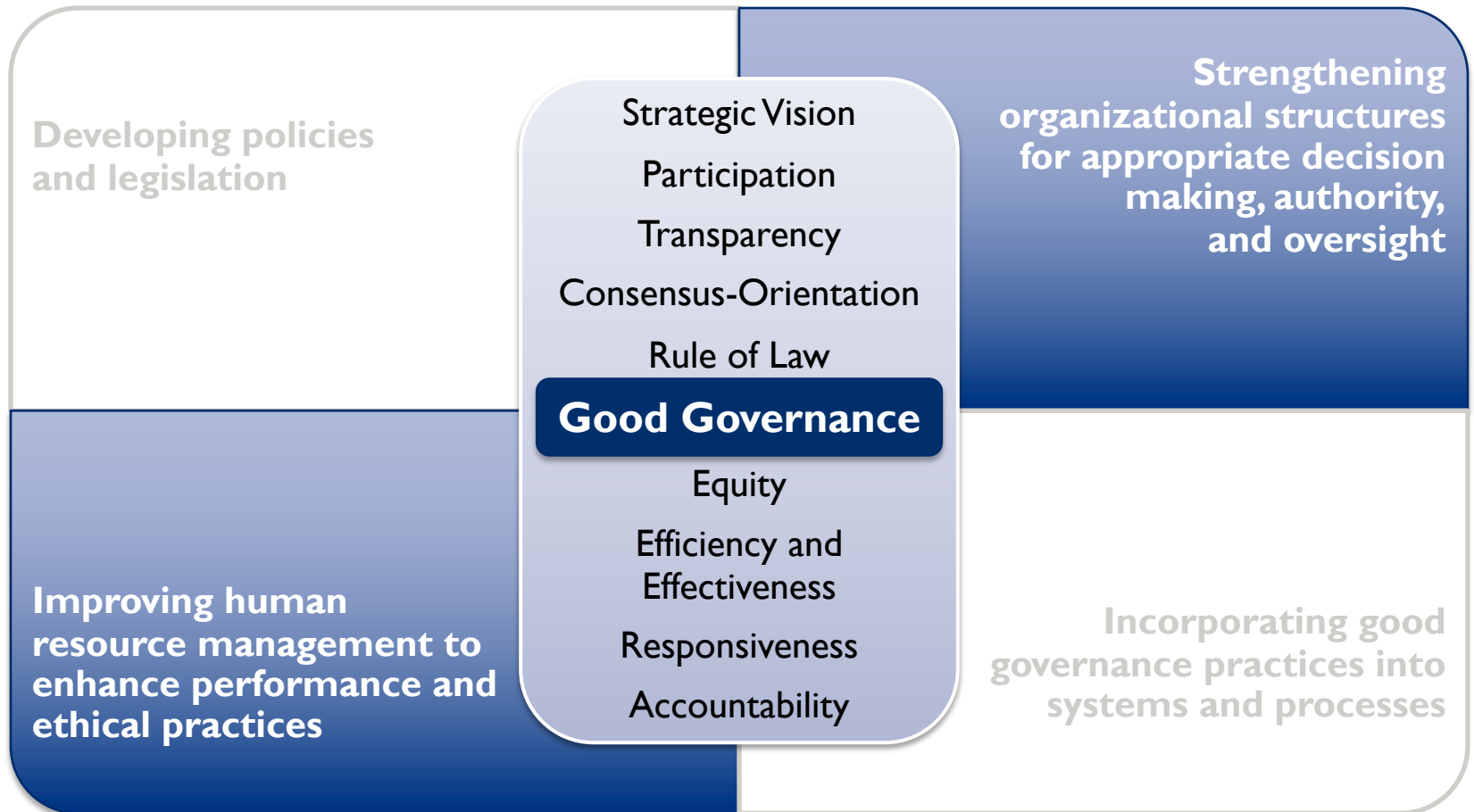
- Ministry of Health and Family Welfare's key procuring entities: Directorate General of Health Services (DGHS) and Directorate General of Family Planning (DGFP)
- Sources of funding: Government budget and multidonor trust fund coordinated by World Bank
- Procurement process: Annual and mostly centralized



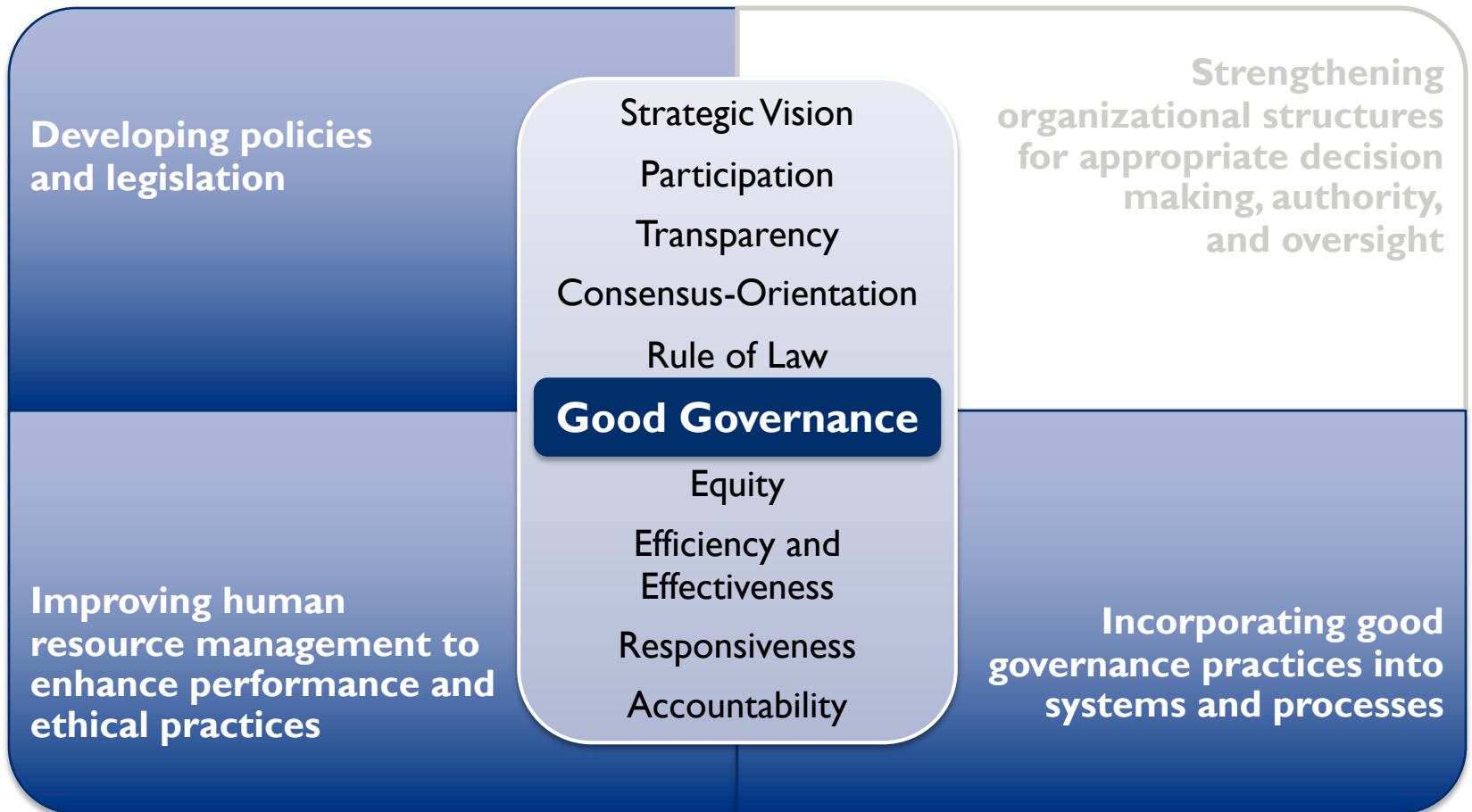
Challenges

- Bangladesh experienced frequent stock-outs of family planning products and essential medicines
- 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

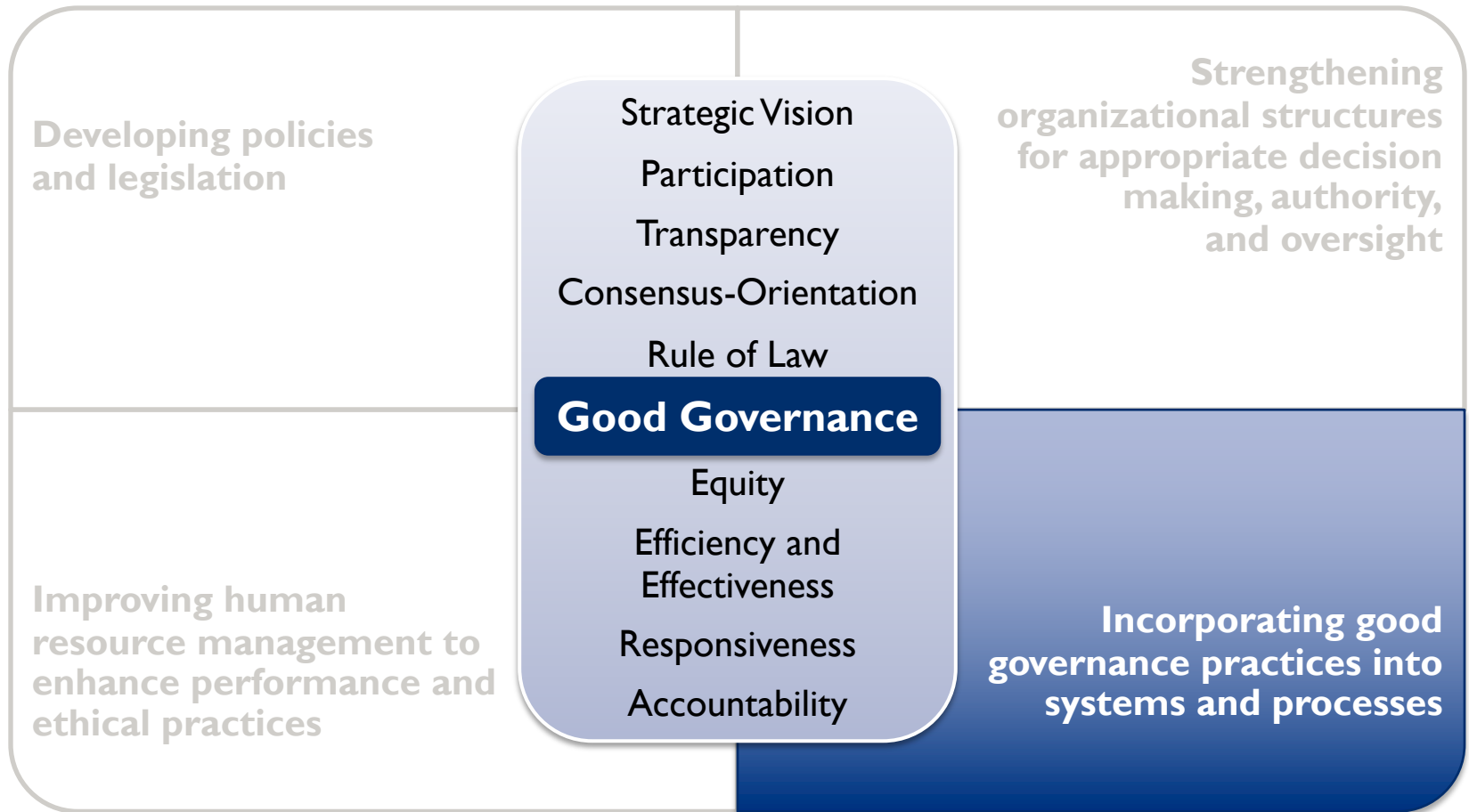
Building organizational and individual capacity for better oversight, coordination, and procurement



Reforming procurement systems to institutionalize standards and best practices and streamline processes



Establishing an online procurement information system



Activities

Organizational and individual capacity

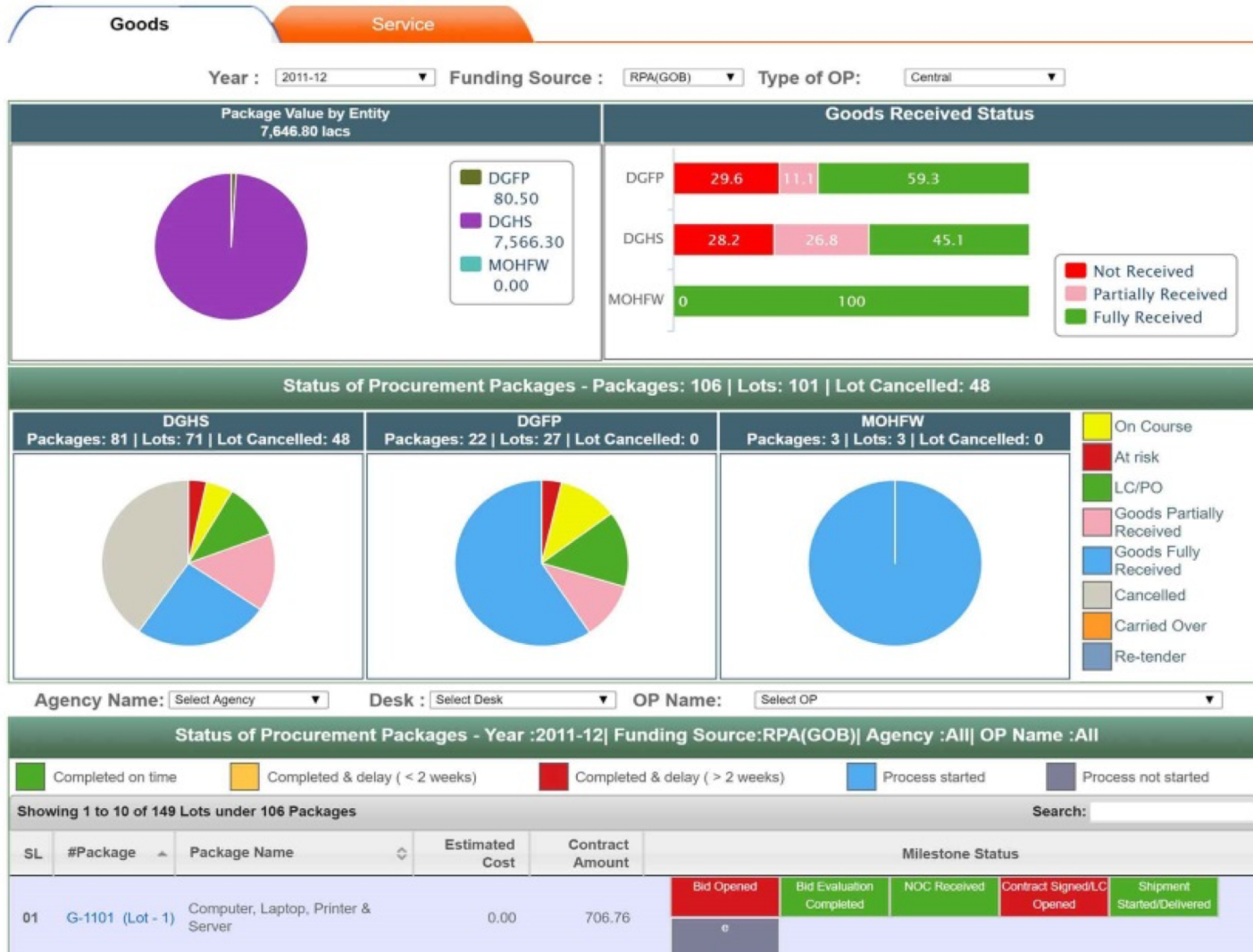
- Procurement and Logistics Management Cell at MOHFW established and capacitated
- Coordinating mechanisms at DGFP and DGHS formed/reactivated
- On-the-job assistance/training for desk officers and managers

Procurement systems reforms

- Procurement operations manual, guidelines, and tools developed based on international guidelines and best practices
- Standard procedures introduced

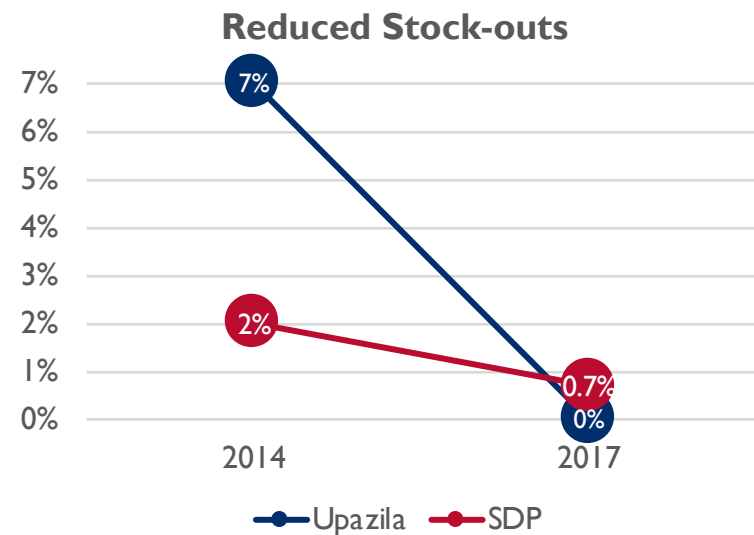
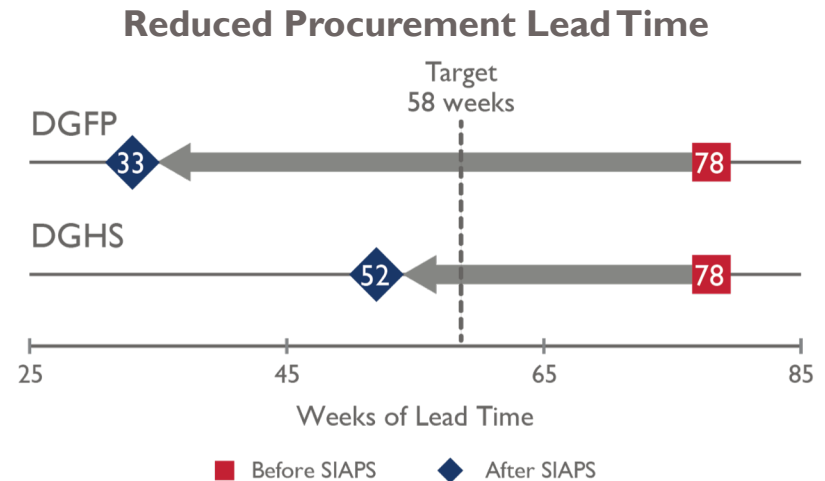


Activities (continued)



Results

- 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



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 take time but are essential in building ownership and sustaining initiatives after the project ends.
- Involving staff at all levels can help maintain momentum in situations where the reassignment of high-level officials is common practice.



PHOTO CREDIT: WILLIAM VAZQUEZ

Exercise: Unpacking the Change Model

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Thank you

Acknowledgments

- Ministry of Health and Family Welfare
- USAID Bangladesh Mission
- World Bank
- Other development partners
- SPS, SIAPS, and MTaPS staff



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