

IMPROVING ACCESS TO RMNCAH COMMODITIES

OVERVIEW

At the request of the Investors Group, a small task team of technical experts (see Annex 1) was convened in May 2016 to discuss the role of GFF and its partners in improving access to reproductive, maternal, newborn, children's and adolescent health (RMNCAH) commodities. The task team had presented preliminary findings from its first few weeks of work at the Third Investors Group meeting in Geneva in June 2016. This paper provides an overview of the task team's further deliberations and recommendations to the Investors Group.

RECOMMENDATIONS

- Strengthen the in-country technical capacity for countries to address RMNCAH commodity bottlenecks by facilitating stronger collaboration with the Inter-Agency Supply Group (ISG) around relevant and timely issues, especially to help countries move towards a unified supply chain. Work done by the ISG to strengthen the various components of supply chains can be aligned to benefit RMNCAH commodities as well. The ISG have expressed their willingness to collaborate with the GFF, countries and partners in this role, noting the benefit of leveraging the ISG as a platform for coordination across agencies on investments and technical assistance.
- It is crucial to support better translation of global knowledge around commodity access issues into sustained country level use. GFF IG should explore the impact of different mechanisms for addressing this. Supporting a global knowledge network, regional collaboration platforms, and knowledge transfer/ TA built around the GFF Country Platform are options to consider.
- GFF IG should support stronger governance mechanisms around commodities by creating linkages between RMNCAH commodity procurement and distribution to existing programs engaged in good governance of medicines and encouraging Civil Society Organization (CSO) partners to be more engaged in activities related to governance of the commodity sub-system.
- GFF Secretariat to guide countries to technical resources and partners on RMNCAH commodity issues so that investment cases have sufficient level of technical detail on commodities and Investment Case (IC) guidelines are strengthened in this respect. GFF Secretariat should also point countries to the right tools, processes, partners and resources for resolving commodity bottlenecks.

ACTION REQUESTED

- On behalf of Investors Group, the Chair to request the ISG to coordinate across agencies on efforts to improve access to RMNCAH commodities within the unified supply chain, specifically to improve in-country technical capacity in this area.
- The Investors Group requests the GFF Secretariat to strengthen Investment Case guidelines to ensure stronger focus on commodity access.

BACKGROUND

Gaps in the availability and access to reproductive, maternal, newborn, children's and adolescent health (RMNCAH) commodities have been identified as a major barrier to improving the lives of women, adolescents, and children. Barriers include the lack of information on financing, procurement, weak supply chains, inadequate regulatory capacity, and lack of coordination across different stakeholders. At the request of the Investors Group, a small task team of technical experts (see Annex 1) was convened to discuss activities for a potential GFF role in improving access to RMNCAH commodities. The task team's specific mandate was to

- Map and assess what kind of global public goods on commodities are most relevant for GFF countries currently.
- Review the landscape to understand what global-level actions are already well-addressed by existing efforts.
- Identify and prioritize key work streams that the GFF can potentially advance.

The task team presented its preliminary findings at the Third Investors Group meeting in June 2016. The Task team highlighted to the IG that improving access to RMNCAH commodities requires a range of in-country and global activities and while there were some commonalities, procurement and supply chain issues were often different at regional, national and subnational level than at global level. The task team presented a preliminary summary of the commodity access related activities being carried out by partners and demonstrated that GFF partners are currently involved in most of these activities through existing mechanisms. Some of these activities may require more adequate resourcing in the future and the platforms for carrying out some of them may be coming close to the end of their tenure. The task team also underscored the need for stronger coordination and collaboration across agencies working in this area.

The IG requested that the task team, with some membership composition modifications, should continue with this work and present its final summary of findings at the Fourth IG meeting in November 2016.

The IG made a two-fold request to the task team:

Global

- Develop a landscape of key activities and organizations involved in improving access to RMNCAH commodities
- Based on this landscape analysis, help identify areas where there are gaps and/or areas that require greater coordination

Country Level

- Review country investment cases (that were final or close to final)
- Identify common bottlenecks and potential options for global/regional interventions to support a needed RMNCH commodity agenda across countries.

This paper provides an overview of the task team's work on the above areas.

TASK TEAM MEMBERSHIP AND PROCESS

The Commodity Task Team was chaired by Jennifer Adams, Senior Deputy Assistant Administrator in the Bureau for Global Health, USAID, and the expanded task team included fifteen members from different IG partner countries/agencies, including representatives from CSOs, Private Sector, GAVI and Global Fund as requested by the IG (please see Annex 1 for member names and affiliation). The task team conducted three formal meetings/consultations (via conference calls). The discussions focused on providing inputs to the global landscape of RMNCAH commodity access, understanding commodity bottlenecks in Investment cases and developing recommendations for GFF IG consideration. The need for stronger global coordination was a common theme in many of the discussions.

The task team focused its efforts on the specific asks from the IG to identify the main issues common across countries. There was interest from some task team members to delve deeper into recommending detailed implementable solutions to resolve RMNCAH commodity access, but this was beyond the scope of the task team due to the short time frame.

While the task team agreed on a majority of the issues, in instances where the task team members were not in full consensus, the GFF secretariat, under the guidance of the Chair, summarized content to best reflect collective viewpoints. Please note that the outcomes may not reflect organizational positions of task team members.

GLOBAL LANDSCAPE OF CURRENT ACTIVITIES

Based on inputs from task team members, additional technical experts and a comprehensive review of documents and technical reports, a final landscape of activities being carried out by GFF partners was prepared. This landscape of activities focuses primarily on RMNCAH commodities, but as recommended by the IG it also includes larger system wide activities such as those carried out by the Global Fund, GAVI and UNITAID.

Improving access to RMNCAH commodities requires a range of in-country and global activities. GFF partners are focused on improving access to RMNCAH commodities through a variety of approaches and investments. Some of these activities are mostly at a global level and others are focused on resolving bottlenecks in specific countries. Historically, actors have been often limited to specific activities or commodities, which may limit success and sustainability. Also, RMNCAH commodities must be viewed in the context of current trends where demand for medicines is increasing significantly and where the impact on country systems will require broader approaches.

Annex 2 provides a summary of these activities and key partners engaged. A detailed list of activities is provided in Annex 3.

The landscape analysis suggests that leveraging knowledge and information developed at global level needs greater support and more effective targeting to be effectively used at the country level.

Task team deliberations agreed that approaches to improve commodity access from vertical programs such as HIV, Malaria, Immunization and contraceptives may not be the best fit for an overall RMNCAH commodity strategy due to technical and cost reasons. Procurement for many RMNCAH commodities is largely carried out using domestic resources, nationally or often sub-nationally from a combination of local, regional and global suppliers

Also, many RMNCAH medicines have multiple indications, requiring different forecasting, treatment guidelines and system optimization approaches.

REVIEW OF INVESTMENT CASES

A review of seven investment cases¹ that were either fully developed or in advanced stages of development was carried out over a four-week period in August/September by the GFF Secretariat. It was informed by multiple sources, including the task team, relevant supplemental documents on commodity access and interviews with in-country commodity experts. The objective of the review was to identify critical RMNCAH commodity barriers and interventions in each country and explore commonalities in the challenges across countries.

The review revealed that Investment Cases were more focused on broader health system constraints (HRH, infrastructure, and service delivery weaknesses) and as such did not delve deeper into commodity procurement and distribution. The key issues highlighted in the investment cases included frequent stock-outs of select RMNCAH commodities at national and sub-national levels resulting from:

- Poor planning and budgeting for commodities
- HMIS and LMIS challenges including lack of consistent and harmonized data collection
- Lack of funding for training workers for logistics management, warehousing, and supply management. Last mile distribution challenges
- Product registration challenges
- Weak governance and transparency
- Additional challenges identified during the analysis of ICs were also included

Additionally, the analysis demonstrated that investment cases do not usually include commodities as a line item in the proposed budgets. General medicines procurement systems, which is where RMNCAH commodities are most often purchased, do not easily accommodate visibility into individual commodities. Furthermore, sub-national procurement and financing posed unique challenges to RMNCAH commodity access in decentralized settings.

PRELIMINARY RECOMMENDATIONS

1. Strengthen the in-country technical capacity for countries to address RMNCAH commodity bottlenecks and invest in resolving them

A large number of activities required to improve access to RMNCAH commodities entail strong engagement at the country level. They are best undertaken under the leadership of national governments using existing structures and with partner engagement in specific areas. It is therefore imperative to strengthen the in-country technical capacity for countries to address RMNCAH commodity bottlenecks and invest in resolving them.

¹ Cameroon, DRC, Ethiopia, Kenya, Liberia, Tanzania and Uganda

The Inter-Agency Supply Group is a platform where different agencies (many of them GFF partners) collaborate around relevant and timely issues, especially to help countries move towards a unified supply chain. Work done by the ISG to strengthen the various components of supply chains can be aligned to benefit RMNCAH commodities as well. The ISG has expressed their willingness to collaborate with the GFF, countries and partners in this role, noting the benefit of leveraging the ISG as a platform for coordination across agencies on investments and technical assistance.

The task team seeks guidance from IG on supporting the ISG in their facilitation of collaboration around relevant and timely issues, especially to help countries move towards a unified supply chain.

2. Support better translation of global knowledge into sustained country level use

The landscape analysis shows that while there are multiple activities at the global level, leveraging knowledge and information developed at global level needs greater support and more effective targeting at the country level. Feedback from countries and the task team also confirms that additional efforts are required to improve commodity market, procurement and supply chain knowledge transfer to countries.

A *Life-Saving Commodities Practitioners Network* was launched in August 2016 with the aim of bringing together knowledge and expertise among and between global and country level. Some members expressed a strong need to equip and augment this knowledge network to carry out the role of translating global knowledge into sustained country use. Others expressed reservations against a global network and felt that country based platforms and targeted TA may be better at achieving this.

Also, some agencies working on RMNCAH commodity access are exploring the development of an *RMNCAH Healthy Markets Consortium*. Discussions for the structure, activities and hosting of such a consortium are still in early stages.

The task team therefore recommends that the IG should explore the impact of different mechanisms for addressing this. The ones that were discussed by the task team included:

- Global knowledge network
- Regional collaboration platforms- Regional cooperation bodies, such as EAC, ECOWAS and SADC could be effective partners for advocacy on healthy markets for RMNCAH
- Country based knowledge networks (building on the GFF Country Platform)
- Targeted national and sub-national technical assistance including support for stronger country level Procurement and Supply Management coordination (building on the GFF Country Platform)

3. Support governance mechanisms around commodities

Improving access to RMNCAH commodities sits in the context of overall demand for health products increasing significantly, and along with it the associated risks for poor governance and monitoring failures.

Better data on medicines flow is crucial for better governance. Medicines shortages are noted in *WHA69.25* which should be used to leverage agendas around improved data quality and supply management. GFF should also create stronger linkages of RMNCAH commodity procurement and distribution to existing programs

engaged in good governance of medicines. CSO partners also need to be more engaged in activities related to governance of the commodity sub-system.

4. GFF Secretariat to better guide countries to technical resources and partners on RMNCAH commodity issues

If future investment cases are to be more developed and precise on RMNCAH commodity access issues, the GFF Secretariat needs to have some internal capacity to be able to point countries to where the appropriate technical resources exist (which partners/entities).

It is important that Investment Cases have sufficient level of technical detail on commodities and that IC guidelines are strengthened in this respect. It should also point countries to the right tools, processes, partners and resources for resolving commodity bottlenecks.

ANNEX 1

Commodities Task Team Composition (in no particular order)

Name	Organization
Jennifer Adams (Chair) Debbie Armbruster Aye Aye Thwin	USAID
Andre Dawe Aminur Rahman	Canada
Lisa Hedman	WHO
Pascal Bijleveld	RMNCH Trust Fund
David Sarley	Bill & Melinda Gates Foundation
Sennen Houten Gifty Addico	UNFPA
Meena Gandhi	DFID
Mari Grepstad	Norad
Mark Young David Muhia Athieno Ojoo	UNICEF
Amie Batson	Path
Farouk Shamas Jiwa (Mato)	Merck (Private Sector)
Viviana Mangiaterra	Global Fund
Lauren Franzel Aurelia Nguyen	GAVI
Rama Lakshminarayanan	GFF Secretariat
Prashant Yadav	Expert Consultant

ANNEX 2

Summary Landscape of Commodity Access Activities and Key Partners Involved



ANNEX 3

Detailed Landscape of Activities

Category	Agency/Organization	Activities
Market Shaping-General	CHAI	Multiple projects focussing on improving supply competition, supplier quality, better global forecasts, improving visibility of market demand to suppliers, identifying and executing volume guarantees for RMNCAH products
	UNCOLSC/TRTs	Information, Tools and Resources for Market Shaping. Track market trends for key RMNCAH commodities. Manufacturer mapping for select commodities
	PATH	Market Dynamics Department that works with partners across the value chain to monitor and analyze key markets and address market inefficiencies for vaccines, drugs, diagnostics, and medical devices across the RMNCAH spectrum. Also works at national and subnational levels to build enabling policy environments for well-functioning markets.
	RHSC	Market Development Approaches Working Group (MDA WG) acts as a forum for discussion on overall market health for RH products. NURHT Caucus focuses on developing markets for new and underused RH products. Tools and resources to help manufacturers. Global Markets Visibility Project with CHAI
	FP2020	Market shaping working group brings together different stakeholders to improve coordination regarding market dynamics on FP commodities
	UNICEF Supply Division	Influences markets through its position as strategic purchaser of RMNCAH products. Information and trends on key product markets. Secured financing for suppliers. Special contracting models for improving market health when needed. LTAs with most suppliers designed with market health considerations.
	UNFPA	Market shaping strategy embedded in procurement. RH Interchange data as a key tool for market information. Strategic procurement and market shaping partnership with the Global Fund. Procurement Planning Tool

USAID

USAID-CII provides Information, Tools and Resources for Market Shaping. Also provides technical and analytical expertise to market shaping discussions. USAID projects to coordinate procurement across agencies and support creation of global forecasts. Mapping studies in multiple countries to understand procurement and financing. New GHSC award includes market shaping under procurement services

Concept Foundation	Facilitate new supplier entry/competition and quality improvement through technical assistance. Quality of Reproductive Health Medicines (QuRHM) project.
Gates Foundation	Develop new knowledge and consolidate existing knowledge on successful approaches to market shaping. Financing for market shaping
DFID	Financial Support to CHAI and other groups for creating better-functioning markets
Norway	Financial Support to UNCOLSC, RMNCH-ST and other groups for improving market health
Canada	Support to Global Fund for Wambo.org and related market shaping efforts
GAVI	Market shaping a distinct strategy goal. Strong in-house team and demonstrated success in multiple products
Global Fund	A new market shaping strategy. In-house sourcing and supplier analytics teams. Demonstrated success in a number of categories. http://www.theglobalfund.org/en/sourcing/info/
UNITAID	Creating healthier markets is main organizational objective. Demonstrated successes in second line ARV, pediatric ARV, TB Diagnostics, malaria drugs.
Country stakeholders	Part of market shaping forums, involved in local market shaping in some instances, but limited direct engagement in global market shaping efforts.
Jhpiego	Accelovate Project includes market shaping for maternal health commodities.

	Population Council	Develop and introduce new products in global markets, e.g. LNG IUS, implants, vaginal rings for women, and a topical contraceptive gel for men, while working with WHO, national governments and major suppliers to expand the choices available to women and men. Pop Council influences markets and related service delivery and quality.
	Results for Development	Market Dynamics Practice that engages with all levels of the marketplace to address market and delivery barriers for essential MCH commodities. Areas of focus include creating an enabling policy environment, developing robust forecasts, improving market transparency to suppliers, supporting resource mobilization, and providing visibility on in-country registration processes for suppliers.
Global Procurement Coordination	UNICEF Supply Division	Coordination with multiple stakeholders to ensure procurement strategy of key commodities is synchronized across procurers. LTAs with many suppliers.
	UNFPA	Coordination with USAID and other stakeholders to ensure procurement of key commodities is aligned. Strategic procurement and market shaping partnership with the Global Fund
	USAID	Coordination with UNFPA and other procurers
	Country procurers	Not always a part of global procurement coordination discussions
	Interagency Pharmaceutical Coordination group (IPC)	Coordinate across agencies on technical aspects of procurement, quality standards and regulation
	WHO	Information sharing and coordination to address global stockouts
	Global Fund	Pooled Procurement Mechanism for GF recipients. New wambo.org procurement platform offers a simplified ordering process and has potential to expand to other products. The team is actively working towards expanding benefits to non-GF recipients. Also key member of the Pediatric ARV procurement consortium

	RHSC	CARHs (Coordinated Assistance for Reproductive Health Supplies) group of the RHSC works to avoid country-level stock-outs of select RH products e.g. DMPA by shifting orders between procurers or reallocating stock. The RHSC also works to coordin
	Country procurers	EAC, SADC initiating some coordination across countries. PAHO in LatAm
	Canada	Support to Global Fund for Wambo.org (MoU with UNFPA for procurement of non HIV/AIDS, TB, Malaria commodities)
	DFID	Support for SARPAM (regional pooled procurement in Southern Africa)
Procurement cash flow smoothing	USAID	Address cash flow timing gaps through PGH. Exploring other mechanisms
	UNICEF Supply Division	Address cash flow timing gaps through bridge financing for procurement of vaccines and selected products.
	RMNCH SCT	Pilot of bridge financing + supplier financing for procurement of RMNCAH commodities through domestic resources
In-country procurement	USAID	TA for in-country procurement through training and staff secondment.
	UNFPA	TA for in-country procurement through training
	WB	Procurement managers training. CPAR for assessing procurement. TA for med devices in 3 GFF countries
	DFID	Procurement technical support in select country programs
	UNDP	Procurement for country programs in special circumstances. TA to countries on procurement.
	Concept Foundation	Procurement of quality-assured generic supplies.
	UNICEF Supply Division	In-country staff to provide TA on procurement
Quality Assurance-Global	WHO	Prequalification program for select medicines including many RMNCAH products

		Coordination of a coalition of trusted technical partners for regulatory system strengthening
		Categorizing regulatory systems according to levels of maturity/performance.
		Training and capacity building of national regulators
		Model plans for post market surveillance and pharmacovigilance
	UNFPA	ERP support for some RMNCAH products where there are not enough WHO Pqcd suppliers or products outside the purview of WHO-PQ
	UNICEF	ERP support for some RMNCAH products where there are not enough WHO Pqcd suppliers or products outside the purview of WHO-PQ
		Conduct supplier quality audits, inspections
		for non-PQd products – develop ERPs, monographs, guidance on bioequivalence studies
	WHO	Technical support for AMRH and regulatory harmonization with regional blocs (EAC, ECOWAS)
	Gates Foundation	Support for the African Medicines Registration Harmonization (AMRH) initiative and regulatory harmonization within regional blocs (EAC, ECOWAS)t
	World Bank	Technical support and implementation for AMRH and regulatory harmonization with regional blocs (EAC, ECOWAS)
	Global Fund	Design QA policy and Facilitate ERP for select products
	US Pharmacopeia	Provide training on quality procurement for maternal health supplies.
	Concept Foundation	Train local procurers to procure quality-assured maternal and reproductive health commodities.
Quality-in country	WHO	Strengthening all aspects of the national medicine regulatory system through training and other resources

	USAID	Promoting the Quality of Medicines (PQM)-Technical assistance for medicines quality assurance mechanisms
		Training on the Quality Assurance of Reproductive Health Medicines
		Inspections to assess quality of products
	UNCOLSC/TRTs	Quality of distribution, cold chain for select products
	US Pharmacopeia	Improving quality of local production cGMP. Enhance capacity of NDRA to assess efficacy and quality of select RMNCAH products e.g. implants
In-country registration & EML inclusion	UNCOLSC/TRTs	Technical Support & Advocacy to update Essential Medicines Lists and Registration of New RMNCAH Products
	RHSC	Database to capture registration and EML status of RMNCH commodities. NURHT Caucus discusses registration and EML status and related strategies
	USAID	Technical support to create better pathways for new product registration
	Jhpiego	Representatives are included in many national EML committees in LMICs; also maintain files for guidance on many products across LMICs.
	Family International	Care Maintain EML Search a searchable database of national EMLs (focused on maternal and reproductive supplies, but country EMLs can be downloaded and searched for other products).
	IPAS	Country registration of misoprostol and mifepristone for obstetric care and abortion care
	PATH	Advocacy for updating Essential Medicines Lists and Registration of New RMNCAH Products
	UNICEF	Technical support to countries and MOH's on updating national policy and nEMLs
	Results for Development	Advocacy for updating Essential Medicines Lists and Registration of child health products

Forecasting-Global	USAID	Participate in development of aggregated forecast for procurement
	UNFPA	Participate in development of aggregated forecast for procurement
	CHAI	Develop aggregate forecasts for select commodities
	UNITAID	Global forecasts for ACTs, RDTs and other select categories
	WHO-AMDS	Global forecasts for ARVs
	GAVI	Strategic Long Terms forecasts for Vaccines
	RHSC	Facilitate development of aggregate consensus forecasts for select commodities
	Results for Development	Develop aggregate forecasts for select MCH commodities
	UNCOLSC/TRTs	Technical resources for development of global forecasts from rolled up country plans
	Concept Foundation	Design forecasting methodology
Forecasting-in country	USAID	Technical assistance to countries to estimate Country Level Commodity Needs for select commodities. Procurement Planning and Monitoring Report (PPMR)-JSI.
	UNFPA	Technical assistance to countries to estimate Country Level Commodity Needs for select commodities
	UNCOLSC/TRTs	Technical Guides to estimate Commodity Needs at the Country Level
	Global Fund	Technical assistance through relevant partners to countries to estimate country level commodity needs for GF funded commodities
	GAVI	Technical assistance through UNICEF and other partners to countries to estimate country level commodity needs for Vaccines and Immunization supplies
	UNICEF	Technical assistance to countries to estimate Country Level Commodity Needs for select commodities

	Concept Foundation	Developed forecasting methodology for select RMNCAH products.
Supply Chain-Global	Interagency Supply Chain working Group (ISG)	Coordination platform across agencies to address supply chain problems in-country
		Review of KPIs currently in place by different agencies, organizations in different countries and look to harmonize
		Conduct joint supply chain assessments
	UNCOLSC- Supply Chain TRT	Knowledge briefs and case studies documenting supply chain integration, best practices, private sector role
	UNICEF	Repository to share UNICEF expertise on procurement, warehousing, inventory management, transportation, and system design. Convenes forums of national supply chain staff to facilitate horizontal learning.
	RHSC	Technical briefs on better systems for forecasting, warehousing, distribution, and information management.
		StopStockouts project to create global advocacy on stockouts
	Global Fund	Developing an "In-country supply chain investment strategy"
	World Bank	Knowledge product on supply chain deficiencies and successful approaches
	Gates Foundation	Supply chain resource hubs
		Supply chain technical knowledge on cost effectiveness of different models, future of health commodity supply chains
		Facilitate new partnerships e.g. P&G, Coca-Cola, Unilever
	Private sector	Secondment of senior supply chain staff to GAVI, Global Fund. Best practice sharing
	People That Deliver	Advocacy for strengthening SC leadership, conducting HR assessments, competency mapping and developing roadmaps for supply chain capacity development.

Supply Chain- in-country including Last Mile	USAID	Help countries develop good national Supply Chain Strategic Plans
		Technical assistance including staff secondment at Ministries of Health on multiple aspects of in-country supply chain
		Tools, Guidelines and Job Aids for in-country supply chain
		Performance based financing e.g Mozambique
	World Bank	Performance based financing e.g Nigeria
		Support for supply chain TA as part of select country programs
	DFID	Financial assistance to improve essential medicines supply chain in Malawi, Sierra Leone, Zambia
	UNICEF	In-country TA for vaccine, RMNCAH supply chain functions in many countries
	UNFPA	In-country TA for RH supply chain in many countries
	Gates Foundation	Projects in South Africa, Nigeria, DRC, Senegal to improve supply chains through multistakeholder collaboration. Support for SWEDD2.2
	Global Fund	Supply chain integration and strengthening projects in select countries most notably Nigeria and Tanzania
	Private sector	Merck for Mothers &Gates Foundation project in Senegal to improve last mile delivery of contraceptives and other RMNCAH products
		Coca-Cola Last Mile Partnership in Ghana, Tanzania and Mozambique
		P&G, Unilever and UPS staff secondment to GAVI, Global Fund, Gates Foundation
Supply Chain Information Systems	USAID	Development and implementation of LMIS systems in multiple countries and overall OpenLMIS

Co-development of OpenLMIS

		Procurement Planning and Monitoring Report (PPMR) stock visibility
	UNCOLSC	Inventory of ICT tools for supply chain management
		Knowledge brief on integration of health management information and logistics
		Combining data from LMIS and DHIS2 to create RMNCAH dashobard
	RMNCH ST	Commodity dashboard to identify key bottlenecks across the supply chain
	GAVI	Information systems improvement investments in multiple countries. Data for decision making projects in multiple countries.
	Global Fund	Investments to Improve Logistics Information System as part of supply chain strengthening work. Strong asks for LMIS improvement at country proposal stage
	Gates Foundation	Supply chain control tower projects in 2 countries. Support to LMIS vendors
Governance/ Transparency- Global	WHO	Guidance on Good Governance for medicines including prevention of corruption
	DFID	Initiation of multistakeholder approach for pharmaceutical sector i.e Medicines Transparency Alliance
	USAID	Training and capacity building around medicines/pharmaceutical sector governance
	RHSC	The Advocacy and Accountability Working Group provides a forum for global discussion on accountability for family planning and maternal health supplies.
	The International Budget Partnership	Activities to ensure national budgets are more comprehensive for improved accountability

	World Bank	Activities to ensure national budgets are more comprehensive for improved accountability
Governance/ Transparency- in Country	WHO	In country translation of good governance for medicines program
	Concept Foundation	Training national procurement and regulatory agencies to prioritize quality over price.
	RHSC	Advocacy and Accountability Working Group country members as a whole are working to hold government accountable for commitments to family planning and maternal health.
	MSF	StopStockouts project to create global advocacy on transparency across the procurement and distribution cycle
	UNCoLSC	Galvanised local players around commodity governance issues



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