Rwanda Pathway to Supply Chain Sustainability Workshop
25 April 2012

Workshop Results

Kigali April, 2012
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Introduction

The Rwanda Pathway to Supply Chain Sustainability Workshop was held at the Gorilla Hotel on April 25, 2012 with 23 participants, including 5 SC4CCM advisors. The complete participant list can be found at the end of this report. The goal of the workshop was to introduce the Pathway to Supply Chain Sustainability tool by using it to assess the readiness of implementing organizations to scale and institutionalize supply chain innovations for the community level and to identify actions needed to make those innovations standard practice. The goal, objectives and agenda can also be found at the end of this report. In addition, the overall supply chain for products for the community level was considered in relation to the characteristics of an integrated supply chain as a step towards sustainability. The following is a summary of the results of participant work on assessing readiness to scale and institutionalize supply chain innovations, and the discussion of the Rwanda supply chain for community level CCM products as an integrated supply chain. Please refer to the Pathway to Supply Chain Sustainability Tool for the complete readiness criteria. The results discussed are immediate next steps; several additional actions will be needed to achieve scale and institutionalization of the innovations.

As the innovation(s) to be scaled and institutionalized will be identified after the midline assessment, this workshop identified ways to improve the tool and began the discussion for preparedness for scaling up and institutionalization. The tool will be used again after midline and will more formally inform the innovation sustainability plan.

Readiness Results

At the time of the workshop in Rwanda, three CCM Supply chain interventions had been developed and rolled out in the pilot districts. The 3 interventions are; Standard Resupply Procedures for CHWs, Quality Collaboratives for Supply Chain Improvement (QCs), and Incentives for Community Supply Chain Improvement (ICSCI)

During the workshop, participants were divided into three (3) groups to consider readiness to scale and institutionalize the supply chain innovations: one group looked at the Standard Resupply Procedures for CHWs, the other looked at Quality Collaboratives for Supply Chain Improvement (QCs), and the third group looked at Incentives for Community Supply Chain Improvement (ICSCI). After some discussion the group defined the scope of scale-up for all three innovations as national.

The score indicates level of readiness – with fully ready and implementing being a score of 5 for Supply Chain Innovation at Scale, and a score of 3 for Institutionalization as a Standard Business Practice. The actions are initial activities that participants thought would be required to be better prepared for scale-up and institutionalization. The times provided by the participants are illustrative and will adjust once the innovations to scale are determined.

The results below indicate the level of readiness for Scalability and Institutionalization for the Intervention on Standard Resupply Procedures for CHWs.
### Supply Chain Innovation at Scale

**Intervention: Standard Resupply Procedures for CHWs**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
<th>Action</th>
<th>Responsible</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational Coordination for Scale-Up</td>
<td>4</td>
<td>Distribution of Tools for Cell coordinators (CCs)</td>
<td>MOH/CHD</td>
<td>July 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training of TOTs at district level</td>
<td>CHD/Partners/Districts</td>
<td>July 2012</td>
</tr>
<tr>
<td>2. Organizational Capacity for Scale-Up</td>
<td>3</td>
<td>Set up/agree on indicators to monitor use, efficiency and impact of the Resupply tools and SOPS</td>
<td>MOH/CHD/Districts/Partners</td>
<td>June 2012</td>
</tr>
<tr>
<td>3. Funding/Resources for Scale-Up</td>
<td>3</td>
<td>Secure additional funding for training and supervision</td>
<td>MOF/MOH</td>
<td>July 2012</td>
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<tr>
<td>4. Community/Staff Prepared for Scale-Up</td>
<td>4</td>
<td>Conduct TOT for trainers on innovation</td>
<td>CHD/Partners</td>
<td>July 2012</td>
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<td>5. Tools/Technology for Scale-Up</td>
<td>3</td>
<td>Dissemination of tools</td>
<td>MOH-CHD/Partners</td>
<td>July 2012</td>
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</tbody>
</table>
### Institutionalization of New Supply Chain Practice as Standard Business Practice

**Intervention:** Standard Resupply Procedures for CHWs

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
<th>Action</th>
<th>Responsible</th>
<th>Timeline</th>
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<tr>
<td>1. Organizational Placement &amp; Coordination</td>
<td>1</td>
<td>Develop a transition plan</td>
<td>MOH/CHD/Districts</td>
<td>June 2012</td>
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<td></td>
<td></td>
<td>Identify key responsible persons to manage transition</td>
<td>MOH/CHD/Districts</td>
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<td>2. Organizational Capacity</td>
<td>1</td>
<td>Integrate innovation into CHD work plan, performance management and information systems</td>
<td>CHD</td>
<td>July 2012</td>
</tr>
<tr>
<td>3. Funding Stability</td>
<td>1</td>
<td>Include in FY2012/13 budget</td>
<td>CHD</td>
<td>July 2012</td>
</tr>
<tr>
<td>4. Staff Capacity</td>
<td>1</td>
<td>Update JD / roles &amp; responsibilities of staff to include innovation related activities</td>
<td>CHD/Districts</td>
<td>June 2012</td>
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<td>5. Tools and Technological Infrastructure</td>
<td>2</td>
<td>Plan for the dissemination of tools</td>
<td>CHD</td>
<td>July 2012</td>
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</table>

The results below indicate the level of readiness for Scalability and Institutionalization for the Intervention on **Quality Collaboratives for Supply Chain Improvement (QCs)**.

### Supply Chain Innovation at Scale

**Intervention:** Quality Collaboratives for Supply Chain Improvement (QCs)

<table>
<thead>
<tr>
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<th>Action</th>
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<th>Timeline</th>
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</thead>
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<tr>
<td>1. Organizational Coordination for Scale-Up</td>
<td>2</td>
<td>Establish coordination committee to identify roles and responsibilities and establish communications mechanisms</td>
<td>CHD</td>
<td>June 2012</td>
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<td>2. Organizational Capacity for Scale-Up</td>
<td>1</td>
<td>Elaborate plan for scale-up</td>
<td>CHD &amp; Partners</td>
<td>Sept 2012</td>
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<tr>
<td></td>
<td></td>
<td>Establish management systems</td>
<td>CHD &amp; Partners</td>
<td>Sept 2012</td>
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<td>3. Funding &amp; Resources for Scale-Up</td>
<td>1</td>
<td>Budget and mobilize funds</td>
<td>CHD</td>
<td>Nov 2012</td>
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<tr>
<td>4. Local Stakeholders prepared for scale-up</td>
<td>1</td>
<td>Hold orientation meetings by province for district staff</td>
<td>CHD &amp; Partners</td>
<td>June 2013</td>
</tr>
<tr>
<td>5. Tools &amp; Technology</td>
<td>1</td>
<td>Revise and produce tools for other districts</td>
<td>CHD &amp; CCM partners</td>
<td>July 2013</td>
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</table>
The results below indicate the level of readiness for Scalability and Institutionalization for the Intervention on **Incentives for Community Supply Chain Improvement (ICSCI)**.
### Supply Chain Innovation at Scale

**Intervention: Incentives for Community Supply Chain Improvement (ICSCI)**

<table>
<thead>
<tr>
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<th>Timeline</th>
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<tbody>
<tr>
<td>3. Funding &amp; Resources for Scale-Up</td>
<td>1</td>
<td>Develop budget for scale-up</td>
<td>MOH, IP</td>
<td>June 2013</td>
</tr>
<tr>
<td>4. Local Stakeholders prepared for scale-up</td>
<td>1</td>
<td>Sensitize local stakeholders for scale-up</td>
<td>MOH</td>
<td>June 2013</td>
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<td>5. Tools &amp; Technology</td>
<td>1</td>
<td>Revise tools and adapt for scale-up</td>
<td>MOH, IPs, JSI</td>
<td>May 2013</td>
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### Institutionalization of New Supply Chain Practice as Standard Business Practice

**Intervention: Incentives for Community Supply Chain Improvement (ICSCI)**

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<th>Timeline</th>
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<tr>
<td>1. Organizational Placement &amp; Coordination</td>
<td>1</td>
<td>Develop plan for transitioning from scale-up roles &amp; responsibilities to organizational roles &amp; responsibilities for long term management of innovation</td>
<td>MOH, IPs</td>
<td>By 2014</td>
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<tr>
<td>2. Organizational Capacity</td>
<td>1</td>
<td>Include innovation in work plan</td>
<td>MOH, IPs</td>
<td>By 2014</td>
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<tr>
<td></td>
<td></td>
<td>Include innovation in information system</td>
<td>MOH, IPs</td>
<td>By 2014</td>
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<tr>
<td></td>
<td></td>
<td>Include innovations in performance management P.M.S.</td>
<td>MOH</td>
<td>By 2014</td>
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<tr>
<td></td>
<td></td>
<td>Align innovations with goal of larger organization</td>
<td>MOH</td>
<td>By 2013</td>
</tr>
<tr>
<td>3. Funding Stability</td>
<td>1</td>
<td>Include innovation in the budget</td>
<td>MOH, IPs</td>
<td>June 2013</td>
</tr>
<tr>
<td>4. Staff Capacity</td>
<td>1</td>
<td>Integrate innovation as a standard business practice</td>
<td>MOH, Districts</td>
<td>June 2013</td>
</tr>
<tr>
<td>5. Tools &amp; Technological Infrastructure</td>
<td>1</td>
<td>Develop procurement plan for tools and technology</td>
<td>MOH</td>
<td>June 2013</td>
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Supply Chain Integration

The process followed for this section of the workshop was to identify through group discussion which of the statements under each characteristic for an integrated supply chain were true and which were false for the Rwandan context. The large group discussion focused on one or two statements which were rated false with a view to identifying actions that could address the statement and move towards making the statement true.

A. Clarity of Roles and Responsibilities
1. Supply chain leadership exists, empowered to manage change as needed.
2. There is adequate staff to achieve the goals or the supply chain organization.
3. Supply chain roles and responsibilities of staff are clearly defined, documented and visible to all parties in the supply chain.
4. The supply chain organization has defined the roles and responsibilities for all stakeholders in meeting its goals.
5. Supply chain staff has the skills needed to perform their roles and responsibilities.
6. Supply chain training is available to staff as needed to perform their roles.
7. There is a process to assess staff performance and take action to improve staff performance.
8. Staff has incentives to implement the supply chain roles and responsibilities.

Notes from Discussion:
The teams said that most statements were true specifically No. 1-5. Statement 6-8 were said to be false for the supply chain system in Rwanda. The staff has incentives to implement the supply chain was identified as one of the false statements with the teams feeling that incentives for SC are not available at all levels of the system like those related to clinical care. Supply chain training is available to staff as needed to perform their roles- was also found to be false due to attrition rates and the ever changing or evolving technologies that require continuous updating of staff.

Challenges:
1. Incentivizing everyone is difficult since this is linked to availability of funds
2. The importance of SC is not highly ranked or recognized within the MOH programs/units
3. Staff attrition rates and staff turnover impact on training

Actions:
1. Review where Supply chain as a function/unit sits within the organizational structure of the MOH. The higher up it is the more authority it has. Remember SC is cross-functional. If MOH units and programs recognize SC as an important function staff working in SC will be more motivated to do the job.
2. Visibility of data-MOH policy makers need to see the relationship between the health indicators of the population and supply chain activities. Availability of data that links e.g. stock status to
disease burden, and presentation of this data to decision makers at various levels would reinforce/explain the importance of supply chain.

3. Introduce PBF in the supply chain system. In other clinical areas PBF is a motivator. People would rather work in clinical areas than in SC where there are no incentives.

4. Need to have a skills acquisition and performance improvement plan in place to support training of staff.

B. Agility

1. Supply chain processes are performed quickly, accurately, and effectively so products, information and decisions can move swiftly though the supply chain to respond promptly to customer needs.

2. Supply chain managers efficiently manage staff and resources.

3. The supply chain organization responds rapidly to changes in the environment, the marketplace, and customer needs.

4. The supply chain organization self-assesses, learns from mistakes, and adapts through a continuous improvement process.

Notes from Discussion:
Statement no. 1 was rated false by all. Statement no. 2 was rated false by some and true by others. All others were rated true.

Movement of supply chain information from lower levels upwards through the system is slow and data is not always visible. This affects the level of responsiveness within the supply chain.

Question on statement 2- Do supply chain managers really manage staff & resources efficiently?? Some feel we should evaluate efficiency in context so for example, if a manager is managing resources within his control efficiently, then he should not be penalized for what is outside his control. Those who felt the statement was false alluded to the fact that retention is a challenge that affects efficiency.

Actions

1. Improve data visibility and streamline the information flow process at all levels of the system to improve responsiveness.

2. Set standards and criteria for measuring agility then benchmark to see where we are now and what improvements need to be made to get to the standard. Then monitor progress and take corrective action in order to meet standards.

C. Streamlined Processes

1. Work processes (reporting, inventory management procedures, etc.) are documented and publicized throughout the supply chain.

2. There is adequate funding to support the supply chain activities from a variety of sources.
3. Organizational systems (human resources, financial, IT, communications, etc.) are in place to support supply chain needs.
4. The supply chain organization has a defined process for quality improvement.
5. The supply chain organization implements innovative new technologies as appropriate.
6. The supply chain organization has a review process for monitoring whether revisions are implemented and lead to improvements; staff comfort with changes is addressed.

**Notes from Discussion:**
One group said that some statements 3 & 4 were work in progress while the other said that most statements were true. They identified Communication - publication of work processes throughout the Supply chain as a challenge.

**Actions**
1. Review and improve the ICT system in order to improve communication throughout the supply chain.
2. Institute a system to monitor quality. The recently established Logistics Management Office is seen as the entity that will play the role of ensuring the process for quality improvement monitoring is streamlined and agile.

**D. Visibility of Information**
1. Supply chain data are visible throughout the supply chain to all stakeholders in a timely manner.
2. Supply chain managers use this information to better meet customer needs.

**Notes from Discussion:**
One group said that both statements false while the other group said that the statements represent work in progress.

**Challenges:**
1. Data validity was expressed as one of the challenges experienced by those at national level. This affects trust as those at national level do not feel confident enough to use data from lower levels- felt to be inaccurate for making decisions on customer needs. e.g. MPDD may not trust consumption data as reported by districts and prefer to use issue data to make decisions on quantities to order.
2. Lack of data visibility- poor sharing of data due to information sitting at certain levels and not being easily accessible to all was also expressed as an indication of lack of trust.

**Action:**
1. Implement Monitoring and evaluation activities in the field to improve data accuracy.
E. Trust And Collaboration

1. Managers, implementers, funders and community collaborate to achieve supply chain organization’s goals and vision.
2. A collaborative environment exists that can help break down functional and organizational barriers to improve supply chain performance.
3. Supply chain managers are empowered to form teams to address issues to improve supply chain performance.
4. Supply chain partners trust each other.
5. Strategic planning is done in collaboration with partners and other units of the MOH.
6. The supply chain organization has political and advocacy support with the MOH, and from partners and stakeholders outside the MOH.
7. The supply chain organization has established mechanisms for routine communication within the MOH and with partners and stakeholders outside the MOH.

Notes from Discussion:

One group said that most statements were true except no 4 & 7. Another group said that some statements may sound true at central level, but not at district or community level.

Trust level among partners was said to be low since there is poor trust for the information shared. Communication and coordination between stakeholders happens more and is better at the higher levels, but poor at the lower levels.

Actions:
1. Establish routine mechanisms of coordination for all levels
2. Improve communication and coordination

F. Alignment Of Objectives

1. Supply chain managers have developed clear goals and a vision for the supply chain.
2. Supply chain managers effectively articulate the vision of the supply chain to external partners.
3. The supply chain organization’s vision, mission and goals are aligned with the MOH and other supply chain partners.
4. The supply chain is well integrated into the operations of the MOH.

Notes from Discussion:

Generally consensus is that this is a work in progress. Statement No1- Goals & objectives exist but they are not necessarily aligned between levels.
**Actions:**
1. Communication and coordination between MOH, partners and SC organization to align goals & objectives.
2. Hold periodic coordination meetings between stakeholders,
3. Develop a dissemination strategy to ensure that the mission and vision is shared to and known by all.

**Parking Lot**
One item was entered into the “Parking Lot” during the workshop: *feasibility component*. One participant suggested that we consider the feasibility of implementing either of the innovations that are being tested. In response, it was stated that the SC4CCM Project would be budgeting the innovations and in light of available resources consider the feasibility of the innovations.

**Recommendations**
1. Plan for and implement actions recommended in table “Supply Chain Innovation at Scale Intervention: Standard Resupply Procedures for CHWs”

Scale-up of standard resupply procedures for CHWs is already underway in Rwanda. The application of the tool to this innovation showed a readiness score of 17 out of 25 for Supply Chain Innovation at Scale. CHD should consider the actions identified by the group to further strengthen the scale-up activities. These actions included:
   - Further TOTs for trainers at district level
   - Distribution of tools for cell coordinators
   - Securing additional funds for scale-up
   - Agreeing to and setting up indicators to monitor use, efficiency and impact of the resupply tools and SOPS

Please see the table above for specific suggestions for timing of implementing these actions.

2. Plan for and initiate steps to institutionalize the management of Standard Resupply Procedures for CHWs

While the scale up of the standard resupply procedures for CHWs is being rolled out across the nation, CHD should implement steps to institutionalize the management of this activity within CHD as a standard business practice. As identified by the workshop group discussing standard resupply procedures, these steps include:
   - Develop a transition plan for management of the standard resupply procedures from scale-up responsibilities to institutional responsibility
   - Identify key responsible persons to manage transition
• Integrate management of standard resupply procedures (further training, productions of tools, etc.) into CHD work plan, performance management and information systems
• Include activities related to standard resupply procedures in FY2012/13 budget
• Update job descriptions and roles & responsibilities of staff (CHWs, cell coordinators, HC staff, trainers, etc.) to include standard resupply procedures related activities
• Plan for the dissemination of standard resupply procedures tools as needed.

Please see the table above for specific suggestions for timing of implementing these actions.

3. Begin planning for scale-up of supply chain innovations.

Even though the additional supply chain innovations to be taken to scale have not yet been determined, actions can be taken to better prepare for scale-up of the chosen innovation. In preparing in advance for scale-up, MCH and CHD should:

• Identify the organizational entity which will be responsible for the scale-up of the innovation and identify potential implementing partners who could support scale-up
• Identify and plan for possible changes to or adaptation of management systems (information, financial, performance management, etc.) to include requirements for the innovation
• Begin to advocate for and identify funds to support scale up

4. Plan for further application of the Pathway to Supply Chain Sustainability tool after determination of the innovations to scale as a result of the midline assessment and agreement of MOH.

The primary goals of using the Pathway to Supply Chain Sustainability tool in the workshop were to introduce the tool and receive feedback on it, and to initiate thinking about the actions that would be needed to scale up the innovations if they are proven successful. After the mid-line assessment, when the innovation to be taken to scale is chosen, the MOH, SC4CCM and other partners should use the tool to assist them to assess readiness to scale and institutionalize the innovation and to develop a specific scale up and institutionalization plan. If possible the tool should be used in a similar workshop format, ensuring the following:

• Decision makers such as program managers participate in the workshop. To encourage participation, individual meetings with key decision makers in advance of the workshop should be scheduled to introduce the purpose of the workshop, discuss the significance of the potential outcomes, and emphasize the importance of their participation.
• Additional time should be added to the workshop schedule to fully consider the factors and actions needed so that the outcome of the workshop is a detailed for scale-up agreed to by all participants. To accomplish this it is suggested that the workshop should take no less than two days.
Next Steps

1. Brief relevant participants unable to attend the workshop on the Pathway to Supply Chain Sustainability Workshop, tool, results and recommendations.
2. Implement recommendations as agreed to.
# Annex

## Workshop Participants

<table>
<thead>
<tr>
<th>S/N</th>
<th>NAMES</th>
<th>INSTITUTIONS</th>
<th>POSITION</th>
<th>TELEPHONE</th>
<th>EMAIL</th>
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<tbody>
<tr>
<td>1</td>
<td>Ntirenganya Lazare</td>
<td>Rutsiro DP</td>
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<td>0788771663</td>
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<td>3</td>
<td>Sarah Cohen</td>
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<td>0788305696</td>
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<td>Murekatete Douceline</td>
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<td>5</td>
<td>Ngizwenayo Elias</td>
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<td>0788345056</td>
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<td>6</td>
<td>Joseph Mushinzimana</td>
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<td>9</td>
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<td>10</td>
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<td>11</td>
<td>Fiacre Rutaganda</td>
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<td>13</td>
<td>Dr. Denise Ilbagiza</td>
<td>UNICEF</td>
<td>Health officer</td>
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<td>Claire Nazin</td>
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Pathway to Supply Chain Sustainability Workshop (25 April 2012): Goals, Objectives and Agenda

Goal:

The goal of this workshop is to introduce the Pathway to Supply Chain Sustainability tool by using it to assess the readiness of implementing organizations to scale and institutionalize supply chain innovations for community case management and to identify actions needed to make those innovations standard practice.

Objectives:

1. Obtain feedback on the Pathway to Supply Chain Sustainability tool and process
2. Describe the purpose and format of the Pathway to Supply Chain Sustainability Tool
3. Define the terms scalability, institutionalization and integrated supply chain
4. Define the scope of scale up for CCM supply chain innovations
5. Use the Pathway to Supply Chain Sustainability tool to identify factors that need to be developed or strengthened to scale and institutionalize supply chain innovations
6. Identify specific actions to take to plan to scale and institutionalize supply chain innovations
7. Begin to identify ways to transform the current supply chain into an integrated, sustainable supply chain

Agenda:

9:00 – 9:30 Introduction to the Workshop
9:30 – 10:00 Review of Supply Chain Innovations/Introduction to the Tool
10:00 – 11:00 Application of the Tool & Planning: Supply Chain Innovation at Scale
11:00 – 11:15 Break
11:15 – 11:45 Application of the Tool & Planning: Supply Chain Innovation at Scale (cont.)
11:45 – 12:30 Application of the Tool & Planning: Institutionalization of New Supply Chain Practice as Standard Business Practice
12:30 – 1:30 Lunch
1:30 – 2:00 Application of the Tool & Planning: Institutionalization of New Supply Chain Practice as Standard Business Practice (cont.)
2:00 – 2:30 What is a sustainable supply chain?
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>2:30 – 3:00</td>
<td>Understanding Integrated Supply Chains</td>
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<td>3:00 – 3:30</td>
<td>Sustaining the Community Supply Chain in Rwanda</td>
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<td>3:30 – 3:45</td>
<td>Break</td>
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<td>3:45 – 4:15</td>
<td>Sustaining the Community Supply Chain in Rwanda</td>
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<td>4:15 – 5:00</td>
<td>Feedback on Tool</td>
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<td>5:00 – 5:30</td>
<td>Next Steps and Wrap-Up</td>
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