# Performance-based Financing to Improve Supply Chain Practices and Increase Medicine Availability at the Community Level: Lessons from Rwanda

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# SC4CCM Project

Supply Chains for Community Case Management (SC4CCM) is a learning project that worked with the Ministry of Health (MOH) in Rwanda to strengthen community level supply chain practices and improve product availability with community health workers (CHWs) through locally appropriate and sustainable interventions.



#### IcSCI Intervention

Aimed at operationalizing RSPs and addressing motivation

- Tested 9 supply chain indicators
- Designed to improve performance in key supply chain areas
- Indicators weighted based on contribution to supply chain performance

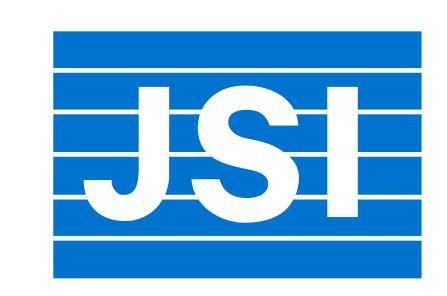


- CHWs in cooperatives scored quarterly
- Provided transport and communication allowance to cell coordinators (CCs) monthly to support supply chain processes and tasks
- Tested for one year (four quarters of performance data) before evaluation

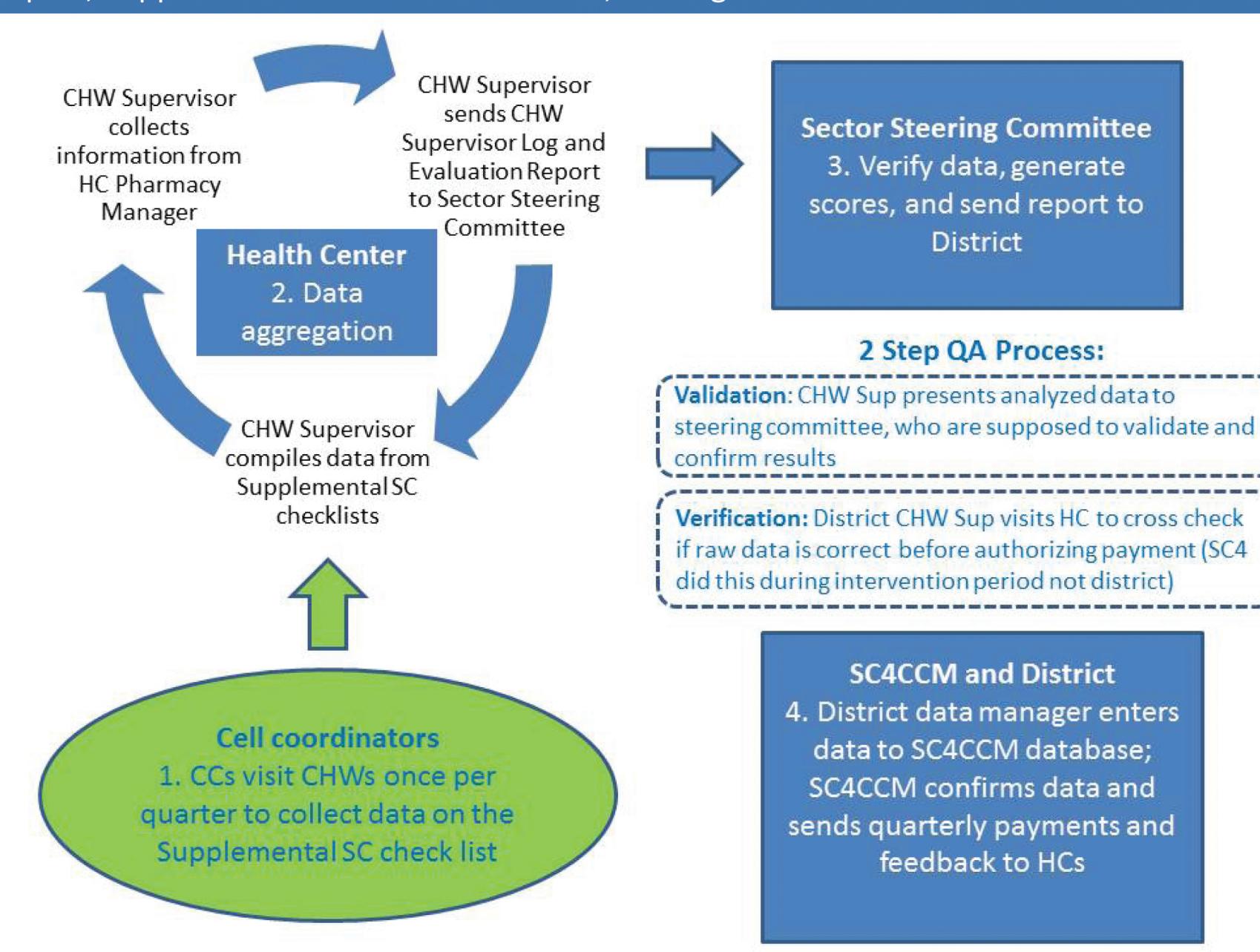
#	Indicator	<b>Maximum Points</b>
1	The proportion of CHWs who attended health centre monthly meetings in the past quart	er 5
2	The proportion of CHWs for whom stock card data was included on all resupply worksheets in the past quarter	15
3	The proportion of CHWs with stock cards for CCM products on day of visit	10
4	The proportion of CHWs with stock cards for CCM products where physical inventory matches stock card balance for all on day of visit	15
5	The proportion of CHWs with no expired CCM products on day of visit	5
6	The proportion of CHWs who have at least one treatment for a five year old child in stock for each CCM producton day of visit	k, 10
7	The proportion of cell coordinators who presented complete resupply worksheets during monthly health centre meetings, in the past quarter	10
8	The proportion of cell coordinators who presented complete resupply worksheets withou any calculation errors during monthly health centre meetings, in the past quarter	ut 15
9	The proportion of cell coordinators who need products, who collect them for their cell from the pharmacy after health center meetings, in the past quarter	om 15







Key tools: Summary of CHW supplemental SC checklist, CHW Supervisor log and evaluation report, Supplemental SC Checklist for CHW, Scoring sheet



#### Results

The Incentives group showed improvement in critical supply chain performance elements:

Stock card availability was significantly higher for 5 out of 6 products in incentives vs. comparison group

At midline, 45% of CHWs in incentives group had all 5 CCM products in stock on day of visit, compared to 38% of CHWs in comparison group

Fewer stockouts in IcSCI group than non intervention districts for 4 of 6 products, and significantly fewer for Primo Rouge (ACTs)

Performance of 9 indicators across 4Qs

CHWS made efforts across all indicators regardless of scores associated with each – shown by improved performance of all indicators across the quarters

- 3 indicator categories emerged:
- Indicators that showed no significant in all districts (2)
- Indicators with significant change in only one district that started off with a low level of performance (4)
- Indicators with significant change across all districts (3)

### Conclusions

- Results show that incentives can stimulate behavior change towards good performance of a routine practice
- When health workers are motivated they strive to ensure quality while performing supply chain tasks
- The addition of supply chain indicators to the cPBF brings attention to and signals the importance of the supply chain and supply chain tasks to improving service delivery at community level
- Worked well because of existing PBF infrastructure and experience
- Challenges with reporting accuracy of reported data requires that verification check are conducted routinely

# SC4CCM and MOH Rwanda Approach

- Conducted a baseline survey of the community supply chain in 2010; results used to:
- Design standard resupply procedures (RSP) to lay the foundation and
- Test Incentives for community Supply Chain Improvement (IcSCI) in 3 districts
- Evaluated impact of interventions through midline survey in May 2012

**Incentives for Community Supply** Chain Improvement (IcSCI): Leveraged existing performance-based financing

Standard Resupply Procedures (RSP):

to ensure CHWs always have enough

CCM products to serve clients

scheme to incentivize CHWs

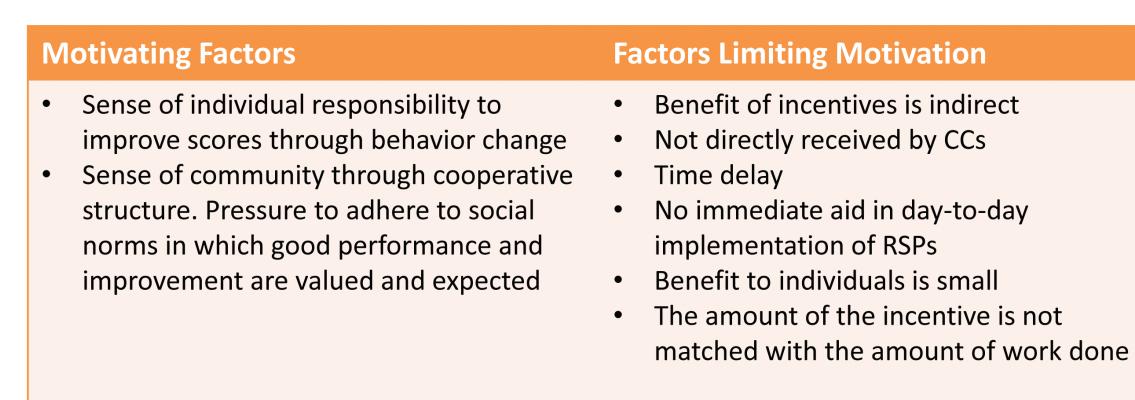
Designed simple tools and procedures

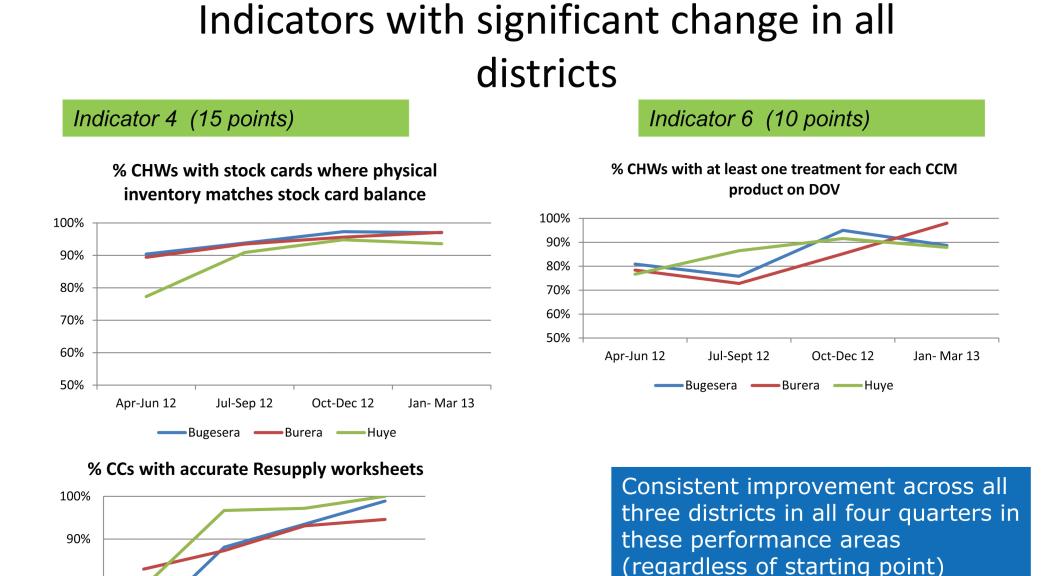
- Collected data on product availability and supply chain performance in intervention and comparison districts
- Analyzed quarterly data from supply chain incentives database including quarterly scores and payments from each cooperative
- Conducted focus group discussions with cooperative members

## Key Learnings

- Incentives contributed to improvement in the following supply chain practices:
- reduced expiries, improved product availability, reduced stock out periods, and shorter lead times
- reporting—high levels of timeliness in report submission
- recording—improved stock card accuracy
- improvement in collection and movement of logistics data
- Data validation and verification processes are important
- CCs felt that facilitation allowances were critical to collection of data for performance scoring

FGDs: Feedback & Motivation





Source: Incentives Data base

 Indicators should measure things that CHWs can control or change (not fair to score things that are outside their control)

"Perhaps the most important thing I saw was that this incentive money helped reduce stock outs, CCs and CHWs all work as a team well coordinated to make sure they score high."

-CHW Supervisor, Burera