



## Success Story

### The “One Government” Approach Sets the Foundation for Implementing the 10-Year Roadmap for Government of Uganda's Health Supply Chain Self-reliance.

#### Contact Information:

Moses Mukundane

Strategy and Program Innovation Director / Technical Lead Leadership and Governance

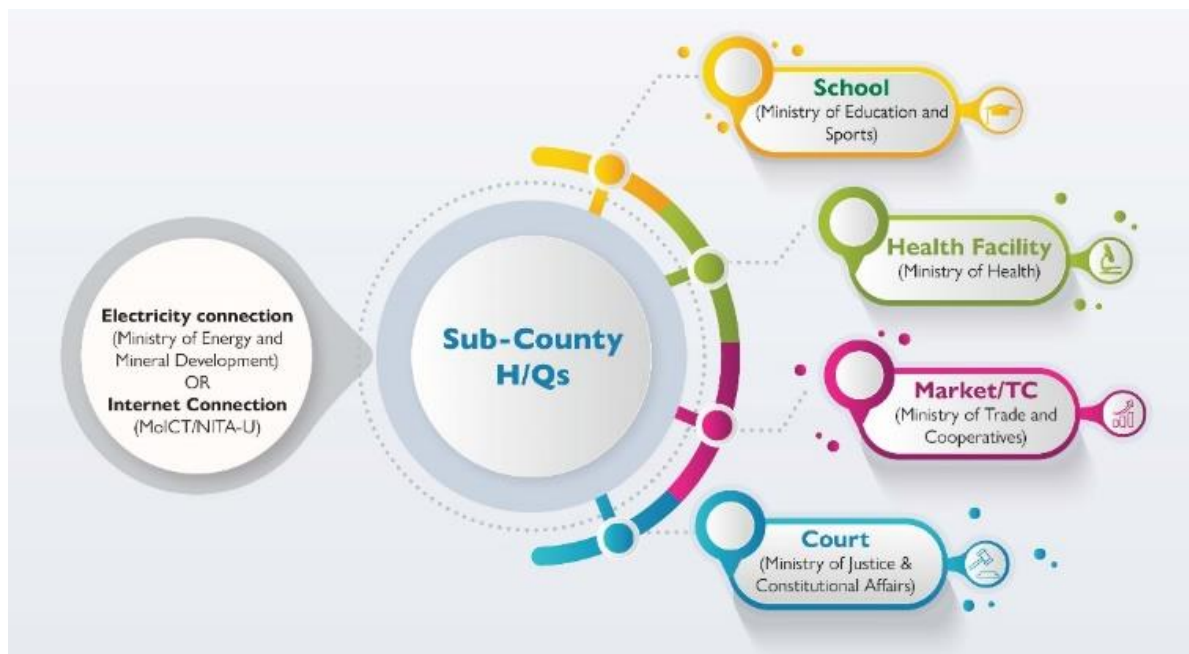
USAID/Uganda Strengthening Supply Chain Systems (SSCS)

ACODE E-mail: mmukundane-seconded@ug-sscs.org

January 20, 2022, saw the unveiling of the 10-Year Roadmap for Government of Uganda’s Health Supply Chain Self-Reliance, which aims to strengthen the government’s capacity to effectively plan, finance, and manage national health supply chain priority needs independent of donor support. This is in line with Government of Uganda’s Vision 2040 and National Development Plan III that seek to make Uganda more self-reliant and progress to a middle-income country status. The roadmap describes the short-, medium- and long-term investment needs of Uganda’s health supply chain system over the next decade.

The roadmap development process brought together Government of Uganda’s ministries, departments, and agencies (MDAs) that have a critical role to play in the health supply chain as a single entity to achieve a common goal. This “one government” approach to developing and implementing the 10-year health supply chain roadmap seeks to maximize the use of existing resources, competencies, and capacities within MDAs to act on Uganda’s health supply chain priorities in the next 10 years as shown in the illustration below. The approach further strengthens inter-sectoral collaboration, leadership, and ownership since the roadmap’s successful implementation requires multisectoral planning and programming. During the roadmap development process, a robust stakeholder mapping, analysis, and plan for engagement identified stakeholders’ diverse interests and their potential influence on the supply chain. The appropriate mode of engagement was also established with guidance from the Inter-Ministerial Task Force of the national health commodities supply chain. This Task Force is a government-led working group bringing together line ministries and donors such as USAID, UNICEF, Global Fund, and UK Foreign, Commonwealth, & Development Office, with SSCS as the secretariat, to plan Uganda’s future health supply chain. Through the Task Force, the different government ministries, civil society organizations, private sector actors, and health development partners whose interests aligned with the roadmap’s aspirations, were identified and engaged throughout the development process.

#### Illustrative example of the “one government” approach



The strategic inception meetings held with leaders from the government ministries emphasized the need to adopt and institutionalize the one government approach. Meetings were held with the Ministries of Health (MoH); Finance, Planning and Economic Development (MoFPED); Local Government (MoLG); and Public Service (MoPS); the Office of the Prime Minister; agencies including the National Planning Authority, National Medical Stores, Joint Medical Store, National Drug Authority; and health development partners such as the Global Fund country coordinating mechanism, UN Population Fund, UNICEF, among others. The emphasis on working together as one entity to not only develop the document, but also ensure its successful implementation generated immense buy-in, ownership, and stewardship. Stakeholders nominated staff to form sub-committees who were assigned sections to develop with technical assistance from subject matter experts (consultants) and the SSCS technical team.

MDAs and other stakeholders were represented at two Inter-Ministerial Task Force sub-committee writing retreats held in June 2021 and September 2021 to draft content with the assistance of subject matter experts. The one government approach took shape in these meetings with government-led deliberations. Ownership and stewardship of the process through joint brainstorming; common understanding; consensus building; and commitments on the content, structure, and modalities of developing and implementing the roadmap were quite evident. MDAs chaired relevant thematic / chapter sessions, for example, health supply chain resource mobilization and financing by MoFPED; human resources chaired by MoPS; health commodities management, infrastructure, warehousing, and distribution co-chaired by MoH and NMS; and health information systems chaired by Ministry of Information and Communications Technology and National Guidance (MoICT&NG/National Information Technology Authority of Uganda (NITA-U).



**Group photo: Participants of the second Inter-ministerial Task Force sub-committee retreat**



**Working session: Participants of the second Inter-ministerial Task Force sub-committee retreat**

At a high-level multisectoral meeting on December 3, 2021, the one government approach was further illustrated when top MDA leadership came together to enhance inter-sectoral collaboration in the roadmap's development and implementation. They discussed sectoral roles in harmonizing the roadmap's planning and budgeting frameworks, and most MDAs committed to successful implementation, which was reiterated at the official roadmap launch.

Following the roadmap launch and MDA commitments, the SSCS Activity team, working closely with the MoH, has been engaging MDAs to incorporate the health supply chain roadmap priorities into their institutional strategic and operational plans.



**Representatives from MoH, MoFPED, MoLG, MoICT&NG, MoPS, Office of the Prime Minister at the official launch of the 10-Year Roadmap for Government of Uganda's Health Supply Chain Self-Reliance**

Below are notable statements of roadmap implementation commitments from GoU ministries.

*"The Office of the Prime Minister is committed to support the implementation of this roadmap as per the mandate of coordinating all government entities as this roadmap involves a number of players... I have committed personal time to coordinate and monitor service delivery in health facilities not only in Kakumiro but also the entire country"*—Hon. Rukia Nakadama represented the Prime Minister of Uganda.

*"...the adoption of the One-Government approach will ensure that all Health Supply Chain gaps are addressed collectively...The successful implementation of the roadmap relies on MoH, MoLG, MoPS, MoFPED, and MoICT as the backbone"*—Dr. Diana Atwine, Permanent Secretary Ministry of Health.

*"The Ministry of Health will ensure there is an enabling policy framework for the effective implementation of the roadmap...Critical requirements namely finances, power, human resources, and internet are prerequisites for the successful implementation of this roadmap"*—Hon. Dr. Jane Ruth Aceng Ocerro, Ministry of Health.

*"The Office of the Prime Minister will continue to play its role of the national coordination of government programs and policies...and will also coordinate the implementation of this roadmap among the key relevant ministries and agencies"*—Mr. Issa Kawunde represented the Permanent Secretary, Office of the Prime Minister.

*"The 10-YR HSC roadmap is in line with pillar number 4 of the Parish Development Model [Social services] which makes it possible to implement"*—Mr. Benon Kigenyi, Under Secretary Ministry of Local Government.

*"The implementation of this 10-yr roadmap requires close to UGX 50 billion... Ministry of Finance, Planning and Economic Development will do all it takes to finance this roadmap...In FY 2021/22 an additional 50 billion for HIV and 50 billion for EMHS was provided and will continue in the medium term... incremental funding for health supply chain will be made"*—Mr. Patrick Ocailap, Deputy Secretary to the Treasury, Ministry of Finance, Planning and Economic Development.

*"The Ministry of ICT and National Guidance commits to support the roadmap with a commitment to support phase 5 last-mile internet connections to health facilities...the prioritized list of health facilities will be connected to internet in phase five of the national backbone in the next two years"*—Hon. Dr. Chris Baryomunsi, Minister of Information, Communication, Technology and National Guidance.

*"The HSC roadmap will bring fundamental changes in the health supply chain... Ministry of Public Service will support Ministry of Health through review of human resource structures and management systems to meet new challenges and ensure quality, timely, and affordable health care"*—Hon. Muluri Mukasa, Minister of Public Service.



**SSCS Activity team engaging with National Drug Authority team**



**SSCS Activity team engaging with MoLG team**

**Pull-Out Quote:**

**“...the adoption of the One-Government approach will ensure that all Health Supply Chain gaps are addressed collectively...The successful implementation of the roadmap relies on MoH, MoLG, MoPS, MoFPED, and MoICT as the backbone”**

**- Dr. Diana Atwine,  
Permanent Secretary Ministry of Health.**



**Background Information:**

The SSCS Activity’s technical assistance supports the GoU to improve the health supply chain system to sustain development outcomes by increasing local capacity and providing uninterrupted availability of quality essential medicines and health supplies to improve the health of its target beneficiaries. SSCS aims to promote good governance and accountability throughout the supply chain and support government as it transitions from donor reliance to effectively plan for and finance the health supply chain through the 10-year roadmap. The 10-year roadmap applies the ‘one-government’ approach to planning and implementation and illustrates short-, medium- and long-term plans for GoU’s supply chain self-reliance over the next 10 years.