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KEMSA

TRANSFORMING HEALTHCARE

The SUPPLYCHAIN

A PUBLICATION FOR **KEMSA** NEWS AND THE INDUSTRY

AUGUST - NOVEMBER 2023



**KEMSA Board Chairman
Myakera Irungu (left),
KEMSA Ag. CEO Adrew
Muhwa and CS Health
Susan Nakhumicha**

ALLIED HEALTH

**KEMSA'S HYBRID BOARD:
A SYNERGY OF EXPERTISE SHAPING**



**NAVIGATING TOMORROW: CHARTING
A NEW COURSE FOR FAMILY PLANNING**



**USAID:
TRANSITIONING**



"Your partner in healthcare"

ABOUT US

The Kenya Medical Supplies Authority is a state corporation with the mandate to procure, warehouse, and distribute medicines and medical supplies for prescribed public health programs, the national strategic stock reserve, defined essential health packages, and the national referral hospitals. KEMSA plays an important and strategic role in the national agenda including implementation of universal Health Coverage (UHC) by ensuring availability of health Products and Technologies in public health facilities across the country.



VISION

"Excellence in the provision of Health Products and Technologies and supply chain solutions in the East Africa Region"



MISSION

"To provide quality, affordable essential Health Products and Technologies and supply chain solutions to save and transform lives"



CORE VALUES

Our Core values are abbreviated as I-CODE-IT

- Integrity
- Customer Focus
- Operational Excellence
- Diversity and Inclusion
- Empathy
- Innovation
- Trust



OUR PRODUCTS

- Pharmaceuticals
- Non-pharmaceuticals
- IT/ITP
- Linens
- Equipment
- NCI/MTI
- Rejected and surplus MTI

SUPPLY CHAIN SERVICES

- Procurement
- Warehousing
- Distribution
- Customer Relations
- Management ERM

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KEMSA's Hybrid Board: A Synergy of Expertise Shaping a Healthcare Revolution



KEMSA'S VITAL ROLE IN KENYA'S ECONOMIC TRANSFORMATION

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KEMSA's People-First Approach: Revitalizing Human Capital for a Resilient Future

Empowering Employees: KEMSA's Focus on Professional Development and Workplace Wellbeing

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CHIEF OFFICER

Chief Officer

Chief Officer

Chief Officer

Chief Officer

Chief Officer

Chief Officer

Chief Officer

Chief Officer

Chief Officer



Dear Esteemed Readers,



It is with immense pleasure and anticipation that I welcome you to this edition of the KEMSA Magazine. As the editor, I am both honored and excited to present to you a collection of stories that embody the spirit of transformation, resilience, and progress.

In these pages, you will embark on a journey through the heart of KEMSA's endeavors. Each story is a testament to the dedication of our team, the unwavering commitment of our stakeholders, and the impact of our collective efforts on the healthcare landscape of our nation.

The stories you will read here echo the values of countless individuals whose lives have been touched by KEMSA's initiatives, from healthcare professionals delivering vital services to patients, to local businesses contributing to our supply chain, and to the communities benefiting from our investments - their stories are woven into the very fabric of this magazine.

Through meticulous curation, our aim is to provide you with an insightful, inspiring, and thought-provoking reading experience. As you turn these pages, I encourage you to reflect on the profound implications of the work

being done by KEMSA and its partners. It is a reminder that every action, no matter how seemingly small, has the potential to create a ripple effect of positive change.

I extend my heartfelt gratitude to the entire team behind this publication - the writers, photographers, designers, and all those who have contributed their time and talents to bring these stories to life. Together, we strive to uphold the standards of excellence that KEMSA represents.

As we navigate through these narratives, I invite you to immerse yourself fully, to embrace the emotions they evoke, and to join us in celebrating the remarkable progress we have achieved, and the even brighter future that lies ahead.

Thank you for being an important part of this journey, and for your ongoing support of KEMSA and its vital mission.

Warmest regards,

Elizabeth Mwai

Editor, KEMSA Magazine
Public Relations and Communications
Manager

IN THESE PAGES, YOU WILL EMBARK ON

A JOURNEY THROUGH THE HEART OF KEMSA'S ENDEAVORS.

EACH STORY IS A TESTAMENT TO THE DEDICATION OF OUR TEAM, THE UNWAVERING COMMITMENT OF OUR STAKEHOLDERS, AND THE IMPACT OF OUR COLLECTIVE EFFORTS ON THE HEALTHCARE LANDSCAPE OF OUR NATION.



KE President William Ruto hosted Global Fund Executive Director Peter Sands. The President said that his Government has prioritised preventive and promotive healthcare. Among dignitaries present were CS for Health and KEMSA Ag. CEO

Chairman's Message



Greetings,

It is with great pride and enthusiasm that I welcome you to the latest edition of the KEMSA Magazine. Within these pages, you will discover the remarkable strides and unwavering dedication that define the Kenya Medical Supplies Authority's journey towards a healthier and more vibrant nation.

As the Chair of the Board, I am honored to witness the profound impact of KEMSA's efforts to ensure the availability of quality medical supplies across our great land. This magazine encapsulates our collective commitment per excellence, innovation, and collaboration – values that resonate through every facet of our operations.

In this edition, you will delve into the heart of KEMSA's transformative initiatives. From groundbreaking procurement reforms to visionary investments in healthcare infrastructure, each story exemplifies our resolute determination to serve every Kenyan with the highest standard of care.

Central to our mission is the recognition of the power of partnerships. Together with development agencies, county governments, healthcare providers, and dedicated staff, we form a formidable alliance aimed at fortify

ing Kenya's healthcare landscape. The stories within these pages illustrate the immense impact that collective action can achieve.

Our vision extends beyond the confines of these articles. It encompasses a future where healthcare disparities are a thing of the past, where medical supplies reach even the remotest corners of our nation, and where every citizen enjoys the right to quality healthcare.

I invite you to immerse yourself in the narratives that unfold before you. Each story is a testament to the remarkable resilience and innovation that define KEMSA's journey. Let these pages inspire you to join us in this transformative mission, and together, we can build a healthier, more prosperous Kenya.

Thank you for your unwavering support and for being an integral part of KEMSA's remarkable story.

With warm regards,

Irungu Nyakera, CBS

Chairperson

CENTRAL TO OUR MISSION IS THE RECOGNITION OF THE POWER OF PARTNERSHIPS. TOGETHER WITH DEVELOPMENT AGENCIES, COUNTY GOVERNMENTS, HEALTHCARE PROVIDERS, AND DEDICATED STAFF, WE FORM A FORMIDABLE ALLIANCE AIMED AT

**FORTIFYING KENYA'S
HEALTHCARE LANDSCAPE.**

Message from the CEO's Desk

Welcome to the latest edition of the KEMSA Magazine, a window into the transformative journey of the Kenya Medical Supplies Authority. As we present this collection of insightful articles, we invite you to delve into the heart of our commitment, progress, and dedication to providing quality healthcare to every corner of our beloved nation.

In these pages, you will uncover stories that illuminate our tireless efforts to redefine healthcare accessibility and excellence. The very essence of KEMSA is woven through each narrative – a tapestry of resilience, innovation, and collaboration.

At the core of our mission lies an unwavering commitment to the health and well-being of all Kenyans. Our relentless pursuit of efficiency, transparency, and accountability drives us to embrace transformative reforms. You will discover how the amended Public Procurement and Asset Disposal Act of 2022 has become a catalyst of change, enhancing the availability and timely distribution of vital medical supplies.

The magazine is a testament to the power of partnerships. From the corridors of our offices to the operating rooms of public health facilities, we stand shoulder to shoulder with development agencies, county governments, healthcare professionals, and dedicated staff. Together, we are breathing life into the vision of a healthier, more prosperous Kenya.

In this edition, we also shine a spotlight on the incredible spirit of our staff – the beating heart of KEMSA. Our journey towards excellence and service is an ongoing symphony composed of dedication, empowerment, and continuous learning.



As you flip through these pages, envision a future where healthcare knows no boundaries, imagine a landscape where medical supplies flow seamlessly, where every patient is met with compassion, and where the promise of accessible, quality healthcare is fulfilled.

We invite you to embrace the stories that unfold within these pages – stories of innovation, dedication, and transformation. With each article, we invite you to join us on this remarkable journey towards a brighter, healthier Kenya.

Thank you for staying in our world and for your unwavering support.

Yours in service,

Dr. Andrew Mubwa
Chief Executive Officer

IN THIS EDITION, WE ALSO SHINE A SPOTLIGHT ON THE INDOMITABLE SPIRIT OF OUR STAFF – THE BEATING HEART OF KEMSA. OUR

JOURNEY TOWARDS EXCELLENCE

AND SERVICE IS AN ONGOING SYMPHONY, COMPOSED OF DEDICATION, EMPOWERMENT, AND CONTINUOUS LEARNING.

KEMSA's Hybrid Board: A Synergy of Expertise Shaping a Healthcare Revolution

In the hallowed halls of Kenya Medical Supplies Authority (KEMSA), a dynamic transformation is underway, powered by a meticulously curated team of luminaries from diverse backgrounds. As KEMSA sets its sights on a new era of effectiveness and accountability, this hybrid board stands as a testament to a future where healthcare knows no bounds.



Irungu Nyakera: The Visionary Trailblazer

A banker with a global footprint, Irungu Nyakera's journey has been marked by excellence. From his days at Citigroup Investment Bank in New York and London to his roles at NIC Bank Group and Equity Bank Group in Nairobi, Nyakera's financial acumen is unparalleled. As Principal Secretary for Transport and Planning & Statistics, he honed his strategic insight. Today, as KEMSA's Chair, his vision fuels a transformative path, driving the Authority towards a healthcare revolution. His ongoing pursuit of an MBA at Oxford University reflects his commitment to continuous growth.





FCPA Nesbun Omotic: Financial Architect Extraordinaire

The financial investment of KEMSA, FCPA Nesbun Omotic, brings a legacy of financial acuity. With an extensive portfolio ranging from Board of Directors to KEMSA Council membership, Omotic's financial prowess is undeniable. His leadership promises to usher in a new era of fiscal responsibility, ensuring that every resource is maximized for the betterment of Kenya's healthcare landscape.



Dr. Jane Musiga: Guardian of Supply Chain Excellence

In a world defined by intricate supply chains, Dr. Jane Musiga emerges as a sentinel of efficiency. Her affiliations with the Pharmaceutical Society of Kenya and the African Medicine Foundation attest to her commitment to streamlined operations. Armed with an MBA in Strategic Management and a Master of Science in Clinical Pharmacy, Dr. Musiga is poised to navigate KEMSA's supply chain into uncharted territories of excellence.



Hon. John Bett: The Political Sage

Politics and healthcare intersected in KEMSA's history, a reality underscored by Hon. John Bett. A former member of the Kenyan Assembly and a respected academic, Bett brings a holistic understanding to KEMSA's transformation. His mastery in governance, coupled with his political acumen, ensures that KEMSA's trajectory aligns seamlessly with Kenya's larger healthcare objectives.



Ms. Jane Mbatia: The Legal Torchbearer

As KEMSA strides for transparency and ethical fortitude, Ms. Jane Mbatia stands firm as a legal torchbearer. With a distinguished career spanning corporate commercial law, Mbatia's credentials are impeccable. Her LLB, LLM, and MBA credentials, coupled with leadership roles in academia and industry, affirm her role as a guiding force in shaping KEMSA's legal landscape.



A Symphony of Expertise

As KEMSA propels towards a brighter future, the hybrid board stands as a testament to the power of collective brilliance. With backgrounds spanning finance, law, pharmacy, politics, and administration, the individuals converge to orchestrate a symphony of change. Through their unique competencies, united by a shared commitment to healthcare excellence, KEMSA's hybrid board promises a future where health knows no boundaries and accountability reigns supreme.

KEMSA BOARD INAUGURATION



KEMSA BOARD INAUGURATION



KEMSA's Vital Role in Kenya's Economic Transformation

The Synergy Between Health Care Excellence and Economic Prosperity

In the ambitious landscape of Kenya's economic transformation, the Kenya Medical Supplies Authority (KEMSA) emerges as a linchpin, seamlessly woven into the fabric of the five-point agenda. As a cornerstone of Economic Transformation Agenda (ETA) Plan, with an unwavering commitment to healthcare excellence, KEMSA's qualified contributions resonate across the ETA plan's key sectors, fostering a symbiotic relationship that fuels economic growth and societal progress.

As the nation strides on thriving agriculture and food security, KEMSA's role becomes pivotal. The availability of quality medical supplies ensures the health and well-being of agricultural workers, promoting their productivity and thus contributing to a robust agricultural output. By providing essential healthcare services and supplies to farmers and their families, KEMSA nurtures a resilient workforce that drives agricultural expansion, ensuring the nation's food security goals are met.

Within the framework of industrialization, KEMSA's impact is far-reaching. The provision of quality healthcare ensures that citizens residing in these newly constructed dwellings remain healthy and productive. A healthy workforce translates to reduced absenteeism and higher productivity, thus positively influencing Kenya's economic performance. KEMSA's support in ensuring medical resources



to healthcare facilities within these housing communities contributes to a vibrant and thriving society. KEMSA's alignment with the ETA plan's focus on healthcare is evident in its commitment to enhancing medical facilities and services. By consistently providing high-quality medical supplies, equipment, and medications, KEMSA contributes to ensuring the optimal of healthcare across the nation. This directly translates to a healthier population, which translates to a more productive workforce, reduced healthcare costs, and ultimately, a thriving economy.

Kenya's resilience within the ETA plan finds resonance in KEMSA's dedication to ensuring an efficient and resilient

workforce. By ensuring the availability of medical supplies and equipment to education institutions, KEMSA plays a crucial role in equipping the youth of students and educators alike. A healthy learning environment enhances educational outcomes, equipping students with the skills and knowledge necessary to contribute effectively to Kenya's burgeoning economy.

KEMSA's impact on the local manufacturing sector is a testament to its role in advancing the ETA plan's objectives. By ensuring medical supplies and equipment from local manufacturers, KEMSA bolsters domestic industries and supports small and medium-sized enterprises. This localized approach not only reduces import dependency but also fosters employment opportunities, creating a positive ripple effect throughout Kenya's economic landscape.

KEMSA's multifaceted contributions to the ETA plan illuminate a profound synergy between healthcare excellence and economic prosperity. As the nation strides toward a brighter future guided by the five-point agenda, KEMSA's dedication to ensuring the availability of quality medical supplies and services translates to robust health care. The evolution underway is not just any evolution; it's a paradigm shift in healthcare that sets the foundation for economic growth, contributing to a prosperous Kenya that stands on the health and vitality of its citizens.

The Imperative of Government's Commitment to KEMSA's Success

Balancing the Needs Between National Health and KEMSA's Transformation

In the capacity of a nation's well-being, healthcare forms the vital thread that weaves through every facet of society, recognizing this fundamental truth, the Kenyan government has assumed an unwavering stance in championing the transformation and success of the Kenya Trade of Supplies Authority (KEMSA) as the guardian of medical supplies procurement, storage, and distribution. KEMSA's journey has a distinct synergy with the government's broader vision of a healthier and more prosperous Kenya.

Vital Role in Public Health: KEMSA's Central Mandate

At the heart of Kenya's healthcare landscape, KEMSA stands as a sentinel of well-being, entrusted under the KEMSA ACT of 2015, its mission to ensure the efficient procurement and distribution of medical supplies to the public health sector encompasses an array of roles. The lifeblood of public health facilities, from bustling urban centers to remote rural outposts, relies on KEMSA's robust supply chain for access to life-saving medical necessities.

In Search of Illness Eradication: The Imperative of Reliable Medical Supplies

A nation's health is inextricably linked to the availability and accessibility of medical supplies. A resilient healthcare system hinges on the uninterrupted flow of medicines, laboratory reagents, and medical equipment. The success of KEMSA directly translates to the efficacy of Kenya's healthcare delivery, ensuring that doctors have the tools they need and patients receive the treatments they deserve.

Challenges Faced: The Precarious State of KEMSA

Recent years have witnessed a series of

igniting through tumultuous waters, from budgetary constraints, operational inefficiencies, and allegations of corruption cast a pall over its operations. Yet, the government's unwavering dedication to KEMSA's transformation is evident in its commitment to a robust healthcare infrastructure.

Beyond Controversy: Government's Vision for a Transformed KEMSA

The government's resolve to propel KEMSA towards success transcends the shadow of controversy, forthcoming efforts have been geared to steer KEMSA away from the stormy seas and into the harbor of efficient and accountable service delivery. The digitization of operations, integration of national and health supply chains, and streamlining of decision-making to expedite and improve the government's strategic vision for KEMSA's holistic transformation.

A Vanguard for Universal Health Coverage (UHC)

Kenya's strides in embracing universal health coverage are intricately intertwined with the government's ambition of Universal Health Coverage (UHC). A nation where quality healthcare is accessible to all, regardless of a patient's socio-economic

status, hinges on the availability of medical supplies. The government's commitment to KEMSA's success is fueled by the understanding that a thriving healthcare ecosystem is the cornerstone of UHC.

Treading the Path of Integrity: Restoring Public Trust

In the wake of controversies, KEMSA's credibility took a hit, necessitating a return to public trust. The government's dedication to ensuring success extends to restoring its tarnished reputation. A transformed KEMSA, characterized by integrity, accountability, and transparency, becomes a beacon of trust for citizens and partners alike.

Defending a Nation's Well-being at Stake

In the delicate interplay between KEMSA and the government, it is not merely by coincidence if it is a commitment to the very essence of a nation's well-being. The success of KEMSA resonates far beyond its warehouses, echoing in the corridors of hospitals, clinics, and health centers. Kenyan citizens' journey towards transformation continues, the government's unwavering involvement is a testament to its unwavering dedication to ensuring a healthier future for every Kenyan.



Collaborative Efforts and Partnerships: Our Journey to Redemption

In its quest for redemption, the Kenya Medical Supplies Authority (KEMSA) acknowledges the significance of partnerships and collaborative efforts. By establishing strong alliances with development partners, engaging with county governments, and fostering collaboration with various stakeholders, KEMSA aims to rebuild public trust and ensure the smooth provision of vital medical supplies.

Development agencies have played a crucial role in supporting KEMSA's transformation. These partnerships provide access to expertise, technical support, and financial resources, enabling KEMSA to strengthen its supply chain systems, enhance procurement practices, and implement advanced technologies for efficient operations.

KEMSA also recognizes the importance of engaging with county governments, which play a pivotal role in the healthcare system. Through open dialogue and collaborative initiatives, KEMSA tailors its services to address specific regional needs, ensuring the seamless flow of medical supplies to healthcare facilities across the country.

Additionally, KEMSA actively collaborates with healthcare professionals, civil society organizations, and regulatory bodies. By involving diverse stakeholders in decision-making processes, KEMSA ensures that a range of perspectives are considered, allowing for the development and implementation of policies and procedures that resonate with the wider healthcare community. These partnerships not only provide invaluable support but also



demonstrate KEMSA's commitment to change. By collaborating with reputable organizations and engaging local communities, KEMSA is working towards rebuilding trust, ensuring transparency, and restoring the availability of essential medical supplies.

Through collective action and collaborative efforts, KEMSA is determined to overcome past setbacks and rebuild a reliable, efficient, and accountable healthcare supply chain. By forging strong partnerships, KEMSA is paving the way for a brighter future where quality healthcare is accessible to all Kenyans.

From Crisis to Renaissance: KEMSA's Vision for a Resurgent Healthcare Landscape

In a recent conference with their suppliers, the Kenya Medical Supplies Authority (KEMSA) unveiled ambitious plans for a new chapter aimed at redefining their services nationwide. The agency's leadership assured suppliers that they are committed to addressing complaints, ensuring timely payments of pending bills, and creating equal opportunity for all suppliers without discrimination. These initiatives mark a significant step towards enhancing efficiency, transparency, and accessibility in the delivery of medical supplies throughout the country.

Streamlining Supplier Registration and Onboarding

To further ease contractors in conducting business, KEMSA has already implemented an automated supplier registration process. This step not only streamlines the onboarding of qualified suppliers but also minimizes the potential risks associated with procurement. The goal is to ensure the efficient and timely delivery of medical supplies to meet the most remote corners of the nation. With a well-structured supplier network, KEMSA aims to meet the diverse healthcare needs of the population effectively.

Addressing Governance and Market Rejuvenation

Recognizing the importance of good governance and market structure management, KEMSA has embarked on an internal evaluation of its structure and processes. By closely examining these areas, the agency seeks to identify and resolve any inefficiencies that may hinder the smooth supply of health products and technologies. Through these reforms, KEMSA aims to build a foundation that facilitates the seamless flow of medical supplies, ultimately improving healthcare delivery nationwide.

Ensuring Healthy Cash Flow and Timely Payments

One of the critical challenges in the healthcare supply chain has been delayed payments to suppliers, which can lead to disruptions in the flow of essential medical products. To address this, KEMSA is working closely with the County Treasury to create a system where payments for medical supplies are expedited by deducting the necessary funds in the county level and transferring them directly to KEMSA. Delays in payments are expected to be significantly reduced, ensuring a healthier cash flow for all parties involved.

A Resolve to Transform KEMSA

The Ministry of Health has expressed an unwavering determination to transform KEMSA into a beacon of efficiency and reliability in healthcare supply. Armed with innovation, collaboration, and a strong commitment to the well-being of the nation's people, the resolve to confront challenges and improve

healthcare delivery remains undiminished. As KEMSA strives to bring good and efficient procurement processes, the focus is firmly set on ensuring that suppliers receive timely payments and that medical supplies reach their intended destinations efficiently.

Conclusion

With the launch of a new chapter and a steadfast commitment to transformation, KEMSA is poised to revolutionize healthcare supply in Kenya. The measures to enhance efficiency, transparency, and accessibility will not only benefit suppliers but also have a profound impact on healthcare delivery for millions of citizens. As the agency continues its journey towards a more streamlined and reliable healthcare supply chain, stakeholders are eagerly looking forward to a healthier, better-connected, and more resilient healthcare system for the nation.

Original Source: <https://www.kemsa.co.ke/news>



Harmony Unveiled: KEMSA and Suppliers Forge a Symphony of Success

KEMSA's Vision of Tomorrow: A Harmonious Partnership Ensures a Vibrant Healthcare Ecosystem

The stage is set for a mesmerizing symphony to resonate within the Kenyan Medical Supplies Authority (KEMSA). As harmonious partnerships with suppliers create a masterpiece of healthcare delivery, The Supplier's Symphony, a vision of KEMSA's future leadership sets the tone for a transformative era of collaboration.

The Kenya National Chamber of Commerce and Industry (KNCCI) board emphasizes a key strategy in this symphony to be the dedication to supplier prompt payments and continuous stakeholder engagement. Their future commitment is to return timely pay. "We are board chair shares, recognizing the importance of supporting local suppliers and fostering economic growth."

As the future performance plays on, KEMSA unveils a vibrant Suppliers Performance Dashboard and Vendor Score, setting the benchmark for accountability. "We envision a future built on strong governance and context," the board chair emphasizes, where every performer's role is recognized.

A future innovation crescendo awaits as KEMSA explores supplier integration processes. Seamless onboarding of diverse trusted partners, meeting KEMSA's stringent quality standards, will compose a future of harmonious supplier engagement.

In a thrilling finale, KEMSA and its suppliers embrace the future power of technology, revolutionized through the B2B system. Real-time



insights and data-driven decisions will evoke a future of efficiency, propelling the healthcare system for years to come.

A powerful performance unfolds as KEMSA recognizes the urgency of prioritizing essential supplies in the future. Real-time inventory will take center stage, ensuring healthcare facilities across Kenya receive life-saving medical supplies with utmost efficiency.

As the symphony concludes, KEMSA's future narrative resonates, showcasing its unwavering

commitment to fostering harmonious relationships. The scales of future collaboration stand as a beacon of hope, ushering in a healthier and prosperous Kenya.

As the audience applauds, KEMSA's Supplier's Symphony remains a testament to the power of partnerships for change. Together, they create a melody that echoes the lives of millions, defining a future vision of excellence in healthcare delivery.



KEMSA's Voyage Towards Renewing Public Trust



In the face of persistent adversity, the Kenya Medical Supplies Authority (KEMSA) has found itself facing a deep-seated erosion of faith from the public, and donor confidence due to accusations of corruption and governance turmoil. However, under the guidance of a first leadership and an unwavering dedication to transparency and accountability, KEMSA is embarking on a special journey to restore the public's eroding trust in its operations and services.

The problem that unfolded within KEMSA soon threatened through the nation, leaving an indelible stain on its reputation as a dependable and trusted provider of healthcare supplies. Widespread of misconduct, fiscal mismanagement, and wasted resources eroded a key trust of health care providers: the Authority's ability to effectively provide its services. Recognizing the dire need for transformation, KEMSA board and management conducted an objective assessment of the agency's core standing facts. Though this is subjective, they judiciously prioritized key areas needing improvement, such as procurement practices, human resource

allocation, operational efficiency, and financial oversight. Among the priority areas taken by KEMSA is the extensive redesign of its human resource to function. A sweeping initiative started by the board aims to sign each role with the organization's strategic vision, a decision that has streamlined, optimizing and enhanced performance-based management. Though an arduous choice, retaining its redundancies, the underlying essential operational readiness and optimized staffing to meet the organization's objectives.

To reinforce confidence and restore hope, KEMSA has set in motion a sequence of digital initiatives within its procurement system. The authority is committed to enhance transparency, integrity and accountability by introducing contract monitoring and evaluation mechanisms by establishing transparent procurement guidelines and implementing an open-sourcing Finance Business Planning (FBP) system that integrates a procurement, KEMSA aims to streamline processes and ensure complete ability from start to finish. However, KEMSA has made it a priority to obtain essential supplies, secure funds,

and class-A products to promptly address the demands of public health facilities. By incorporating a labeling system to procurement, healthy competition will thrive, curbing the practice of single sourcing and ensuring that contracted suppliers deliver essential value for money.

Along with this, KEMSA is continuing to address the existing issue of outstanding debts owed to KEMSA by counties. In a bid to address this issue, head-on, the authority has actively engaged the Council of Governors, actively seeking their support to expedite and accelerate the payment process. By restoring working capital and proposing the Order to Pay, KEMSA aims to create a more sustainable future, in line with their commitment to transparency, KEMSA is fortifying financial controls, streamlining operational processes through a streamlining HR and implementing robust cost-effective measures. By forging strategic partnerships with development agencies, the authority aims to boost the health supply chain system. Finally, ensuring excellent customer care and customer care by stakeholders.

The path towards reestablishing public confidence will undoubtedly be a treacherous one, but KEMSA remains steadfast and unwavering in their pursuit to restore their former stature. Armed with a comprehensive transformation plan fueled by transparency, accountability and integrity, KEMSA is embarking on a new mission at a time. The unwavering commitment of the board, management, and dedicated staff, coupled with unwavering support from the government and key stakeholders, herald a promising and triumphant future for KEMSA as the reliable source of hope in healthcare provision, ensuring that crucial medical supplies reach those in need, close to the frontline who need them most.

Embracing Triumph: Our Journey Through Phase One in August 2023

As we stand at the threshold of August 2023, we, the Kenyan Medical Supplier Authority (KMSA), stand tall, basking in the glory of transformative achievements during Phase One of our journey. With unwavering dedication, we have catalyzed change, redefining healthcare accessibility and ensuring robust supply.

As you bring forth a cascade of accomplishments, we see much through Phase One with unparalleled determination, the strategic implementation of our new Enterprise Resource Planning (ERP) system revolutionized supply procurement, empowering the efficient flow of essential supplies. Compliance audits and robust vendor implementation have paved the way for enhanced transparency, fostering a culture of integrity within our authority.

Supplier vendor onboarding, an instrumental milestone, strengthens our relationship with 2000+ suppliers, ensuring that our medical facilities reach healthcare facilities without interruption. The Supply Chain modernization strategy integrated into the ERP has become the backbone of our robust supply chain, guaranteeing timely and effective deliveries.

Triumph spills into every corner of KMSA, cutting across various initiatives that have an indelible mark on the lives of thousands. 800 stands tall at a remarkable 80%, a testament to our total operational efficiency. Time spent to our resolve, with Turnaround Time (TAT) reduced to a swift 125 days for hospitals, ensuring timely access to essential supplies.

The expansion of MY storage space by 2400 machines, rising the bar on stocking capacity, ensuring the safeguarding of essential medical commodities. Surpassing monthly sales targets, exceeding



over \$20 million monthly (MY), exemplify our commitment to delivering healthcare excellence. Courty collections have soared to over one million per month, a remarkable and humble beginning.

With the wind of progress at our back, we set our sights on a future etched with unwavering commitment. Our journey continues with determination and agile adaptability, taking bolder steps, embracing cash flow processes and accelerating key performance indicators. Resource mobilization stands as a pillar of strength, fortifying our foundation for sustained growth.

ERP alignment becomes a beacon of progress, steering steadfastly toward streamlined operations. Decisions, once cumbersome, are now swift and decisive, driving the operational excellence of the new organizational structure. Dynamic teams, as we forge a resource mobilization strategy for the new year, poised to elevate our impact to unprecedented heights.

In the heart of August 2023, our journey through Phase One stands as a testament

to resilience and determination. The echoes of triumph resonate through our mission, reminding us of the healthcare accessibility and provision in Kenya undergoing a remarkable transformation. As we look to the future, we embrace the challenges with unwavering resolve.

Our collective resolve, bolstered by the horizon, and dreams await their place in the tapestry of progress. Through it all, we remain steadfast in our dedication to a brighter, healthier Kenya. Each milestone conquered, each goal achieved, is a testament to our unwavering commitment to building a healthcare landscape that flows in harmony with life.

As the sun sets on August 2023, we march on, embracing the triumphs of Phase One and striving confidently towards a future where quality healthcare knows no bounds. With each step forward, we renew our legacy, a legacy of transformative change, one that shapes the destiny of healthcare Kenya and heralds a new era of triumph.

Head of Public Service and Chief of Staff, Hon. Koskei Historic Visit Ushers in a New Era for KEMSA

In the midst of a turbulent period for KEMSA, a significant visit ushered new energy into the organization's pursuit of transformation. The arrival of Mr. Felix Koskei, the Head of Public Service and Chief of Staff of the National Hospital Supply Chain Limited, in Nairobi marked a turning point in the Authority's journey towards returning to full capacity.

Mr. Koskei's presence provided a significant boost to the momentum for change. His momentous occasion demonstrated the government's firm assurance for supporting KEMSA in fulfilling its mandate and driving the much-needed reforms within the institution. Joined by the Principal Secretary of the State Department of Medical Supplies, Harry Kirimi, and other key personnel from his office and the office of the President, Mr. Koskei's visit emphasized the government's resolute stance and its unwavering support for the nation's health insurance sector.

The significance of this visit cannot be overstated, as it marked the first time a top government official had visited KEMSA since the recent changes in leadership. It served as a powerful statement of solidarity, conveying the government's resolve to deal with the challenges that have plagued the institution and restore its credibility. Mr. Koskei's presence sent a clear message: KEMSA's transformation is a priority, and every effort will be made to achieve this goal.

During his visit, Mr. Koskei reiterated the government's unwavering support for KEMSA to

work diligently and efficiently to deliver the government's financial healthcare coverage agenda. Recognizing the significant task three years that have elapsed, the institution's resolute, he emphasized the urgent need for change and the government's promise to holding accountable anyone involved in corrupt practices within KEMSA and other state corporations.

Furthermore, Mr. Koskei's visit extended a clear invitation to all stakeholders in the health system. His words resonated as a call to action for KEMSA's leadership and staff to embrace the government's transformative agenda, particularly in the health sector. He stressed that the time to adhere to the rules is now and urged everyone to either speed up or step aside in the critical struggle to make KEMSA great again.





The conclusion of this visit goes beyond mere gestures. It signals a renewed sense of purpose and a shared determination to rebuild KEMSA's image and regain public and strategic partners' confidence. The government's unequivocal support, as demonstrated through its leader's visit, sets the stage for a collaborative effort to address the deep-seated challenges facing the

institution. At KEMSA, these efforts are its transformational path guided by low inflation and a commitment to transparency, accountability, and efficiency. The visit of its leader stands as a beacon of hope, it represents the courage needed to propel KEMSA towards a future marked by integrity, efficiency, and the restoration of public trust.



Safeguarding Resources: Enhanced Financial Controls to Ensure Transparency

Robust Oversight: KEMSA's Commitment to Regular Audits and Risk Assessments

The Kenya Medical Supplies Authority (KEMSA) takes significant strides towards enhancing financial control and ensuring the utmost transparency in its operations. With a focus on safeguarding resources, KEMSA is implementing strategic measures to detect and prevent potential irregularities.

In its relentless pursuit of financial accountability, KEMSA is introducing robust financial controls, conducting regular audits, and implementing regular risk assessments. By adopting these measures, KEMSA aims to identify any financial irregularities promptly and ensure proper accountability for resources.

With a commitment to reviewing its operational processes, KEMSA strives to resolve to optimize workflows and streamline expenses. Leveraging on technology and implementing cost-effective measures, KEMSA strives to reduce operational costs without compromising quality.

As part of its financial accountability efforts, KEMSA is joined by Public Procurement Regulatory Authority (PPRA) to conduct an audit of its procurement processes. The goal is to incorporate best practices, leading to greater efficiency and cost-savings that benefit the public.

KEMSA's enhanced financial control measures affirm the organization's dedication to being a responsible custodian of public resources, by embracing transparency and



accountability. KEMSA pledges ahead with existing measures and ensuring a streamlined supply chain for medical supplies for the country.

KEMSA's commitment to reviewing its operational processes underscores its

resolve to optimize workflows and streamline expenses.

Leveraging on technology and implementing cost-effective measures, KEMSA strives to reduce operational costs without compromising quality.

Empowering Healthcare: KEMSA's Pioneering Investments in Public Health Facilities

Kenya Medical Supplies Authority (KEMSA) has embarked on a strategic journey to empower healthcare services nationwide. Through pioneering investments in public health facilities, KEMSA is showcasing its commitment to elevating healthcare delivery. KEMSA's strategic investments aim to provide essential supplies, boost efficiency, and enhance patient outcomes.

In its thought leadership process, consistent with Kenya's Vision 2030, KEMSA addressed stakeholders, outlining the organization's ambitious plan to cover the core infrastructure of health Products and Technology Supply Chain, providing strategic procurement, KEMSA aims to ensure that vital supplies, from drugs and diagnostics to medical equipment, are readily available in every public health facility.

"We envision a healthcare landscape where every public health facility is equipped with the necessary supplies to meet the urgent needs of the end-users," declared the Chairperson. This forward-looking approach seeks to empower healthcare providers and ensure that healthcare professionals can provide timely and high-quality care to patients.

A collaborative effort with the Ministry of Health and county governments, KEMSA's investment strategy, by strategic efforts, KEMSA can identify the most pressing needs of various public health facilities, thereby tailoring investments to maximize impact.

"We recognize that strengthening the health-care infrastructure is pivotal in achieving our vision of excellence," emphasized the Chairperson. "Our partnerships with the Ministry of Health and county governments allow us to address their investments by providing a diverse and cost-effective range of products.

Through such access, story arising from the state Health Center in a remote region of Kenya. With KEMSA's investment, the health center received a steady supply of essential medicines, diagnostic equipment, and other critical medical supplies. This transformation allowed healthcare professionals at the facility to provide reliable healthcare services to their community, leading to improved patient outcomes and increased patient satisfaction.

Additionally, KEMSA's investments extend to bolstering the capacities of healthcare facilities in handling emergencies and specialized treatments. Through strategic procurement and timely deliveries, facilities can provide life-saving interventions more effectively.

The ripple effects of KEMSA's investments reach beyond just healthcare facilities, by fostering a strong healthcare ecosystem, local enterprises benefit as well. Reliable access to medical supplies enables facilities to serve a broader population, stimulating economic growth in the surrounding communities.

With this pioneering approach, KEMSA sets a future where public health facilities become hubs of excellence in healthcare excellence. "Our goal is to make healthcare accessible and efficient, regardless of location," declared the Chairperson. "By empowering these facilities, we empower the health of our nation."

As Kenya marches ahead with its transformative investments, the organization's vision of a healthier and prosperous Kenya becomes increasingly attainable. By prioritizing public health facilities at the core of its strategy, KEMSA ensures that every citizen has access to the essential medical supplies they deserve.

The synergy of KEMSA's strategic investments harmonizes with the aspirations of countless Kenyan families seeking better health care. Through this endeavor, KEMSA continues to lead the way, paving a brighter future for healthcare services in Kenya, opening horizons and transforming lives and empowerment.



Empowering KEMSA Staff: Fostering a Culture of Excellence and Service

Under the leadership of Dr. Andrew Mukasa, the Acting Chief Executive Officer, the Kenya Medical Supplies Authority (KEMSA) has embarked on a journey of empowering its staff and leveraging human resources to foster a culture of excellence and service.

Recognizing that the success of any organization lies in its people, KEMSA has made significant administrative interventions to address performance concerns and improve staff morale. The transformation process began with a comprehensive restructuring of the human resources function, with the aim of optimizing staffing and creating an agile organizational structure.

As part of this restructuring, KEMSA has invested in capacity-building programs for its employees, providing them with opportunities to enhance their skills and knowledge. Regular workshops, seminars, and professional development initiatives have become a regular feature, ensuring that the staff remains updated with the latest trends and practices in the medical supply industry.

Furthermore, the organization has introduced performance-based incentives to motivate and reward exceptional performance, recognizing the efforts of staff members and providing them with tangible rewards. This initiative, led by the Director of Human Resources, is fostering morale and fostering a culture of excellence.

A crucial step in this empowerment journey was the re-employment of contracts for 200 redundant staff members. The decision by the board, after a thorough review, was made to optimize KEMSA's workforce and align it with its strategic vision and goals. This strategic move demonstrated KEMSA's commitment to operational agility and cost-effectiveness



while ensuring that every employee's role is valuable and contributes significantly to the organization's goals.

Empowering and open communication have been cornerstones of the transformation drive. KEMSA leadership, led by Dr. Andrew Mukasa, led with the unwavering support of its top-levels, the Chief of Staff and Head of Human Services, has actively sought feedback from staff members, encouraging them to share their concerns and suggestions. Regular town hall meetings and open-door policies have been instrumental in creating a transparent and supportive work environment.

The empowerment efforts extend beyond professional development, with KEMSA taking a keen interest in the well-being of its staff. The organization has implemented wellness programs that cater to the physical and mental health of employees. Stress

management sessions, health checkups, and outdoor team-building activities have been put in place to ensure that the staff feel cared for and supported.

As a result of these efforts, a positive transformation in the organization's culture is evident. Employees show increased engagement, commitment, and enthusiasm about their work. The renewed culture of excellence and service has significantly contributed to KEMSA's ability to meet its mandate of providing quality medical supplies to health facilities across the country.

The journey to empower staff and optimize human resources is ongoing with Dr. Andrew Mukasa and the KEMSA team at the forefront, championing a people-centric approach that will continue to shape KEMSA into an exemplary organization.

Enhancing Healthcare Access: The Amended Procurement Act's Impact on Kenyan Patients

Introduction:

In 2022, Kenya made significant strides in improving its public procurement processes by the enactment of the Public Procurement and Asset Disposal Amendment 2022 Act. Among the key changes introduced was the recognition of competitive negotiation as a standalone procurement process, aiming to streamline and enhance the efficiency of government across public vendors. One of the beneficiaries of these reforms is the Kenya Medical Supplies Authority (KEMSA), a critical institution responsible for ensuring availability of medical supplies across the country. This feature story explores the impact of the amended Act on healthcare accessibility and its positive effects on patient care.

Efficiency and Timeliness of Medical Supplies:

Before the amendments, KEMSA faced challenges in ensuring timely and efficient procurement of medical supplies, which often led to shortages and delays in healthcare services. With the new procurement procedures in place, KEMSA has streamlined its procurement process to acquire supplies and materials of medical supplies. Interviews with healthcare providers in different regions reveal that essential medicines and equipment now reach hospitals and clinics promptly, contributing to better patient outcomes.

Curbing Corruption and Ensuring Transparency:

One of the major concerns in public procurement is graft and mismanagement, which affected the delivery of crucial medical supplies. The amended Act has introduced stringent measures to curb corruption and enhance transparency in procurement processes. KEMSA efforts to implement these changes in its procurement processes have been commended by anti-graft institutions

and healthcare stakeholders, who acknowledge their crucial role in bringing them in carrying irregularities.

Support for Local Suppliers and SMEs:

The amended Act also seeks to support local businesses, including small and medium-sized enterprises (SMEs), by promoting their participation in public procurement. KEMSA's commitment to engaging local suppliers has created more opportunities for these businesses to supply health products and technologies, fostering economic growth and sustainability. Interviews with SME owners highlight their optimism about contributing to the country's sustainable economic growth through fair procurement practices.

Adopting Sustainable Procurement Practices:

The amended Act emphasizes on sustainable procurement practices, encouraging the procurement of eco-friendly and ethical medical supplies. KEMSA has taken significant

steps towards adopting sustainable alternatives, such as eco-friendly packaging and renewable energy-powered equipment. The authority's commitment to green procurement not only reduces its ecological footprint but also aligns with global efforts to address climate change.

Conclusion:

The enactment of the Public Procurement and Asset Disposal Amendment Act, 2022 has brought transformative changes to KEMSA, paving the way for healthcare accessibility to improve through efficient procurement and support for local businesses. Medical supplies now reach clinics promptly and in full. The commitment to sustainable procurement practices also showcases Kenya's dedication to building a resilient and eco-conscious healthcare system. As the nation continues its pursuit for accessible and quality healthcare, the implementation of procurement reforms remains a cornerstone of progress in the country's healthcare sector.



Braving peril for the health of others



Staff members ferry medicines using a speedboat to patients.

Our speedboat grunts loudly to life. Then its snout points to the sky. When it starts out of the jetty in Lamu at 100km/hr, heading into the grey waters of the Indian Ocean, everyone onboard exhales. Sami Bakari, our coxswain, is a middle-aged man with a stiff disposition. Only his hair is silver. It's difficult to read his expression, which blends a stoic with impatience. Besides a friendly nod, Bakari doesn't indicate any desire for chit-chat.

In his boat, we will course the treacherous route from Lamu to Faka, one of the islands in the Indian Ocean. There are seven of us, including a team from the Kenya Medical Supplies Authority (KEMSA). But even for Bakari, it's a chancy journey.

"I use this route only once in a month," he says, noting that 25 years in these waters hasn't made navigation any easier for him.

If some journeys are subcutaneous,

delivery of medicines and medical products to the north of Kenya and coastal counties is a terrifying experience. Doing so by boat, though, takes the brunt.

While all Kenyans are entitled to quality healthcare as a constitutional right, availing medicines and medical equipment to some of the most isolated parts of the country comes at a high cost. Whether by road or sea, landlubbers, terrorists, hopeless terrain and the sheer distance stand in the way of this right.



Two of the volunteers loading boxes on the boat.



Volunteers carrying supplies to a school in the town they are visiting.



Just for the men and women at KAMBA, these fast-food packages need to make every week to make it up and hope to some of the poorest, most marginalized and to female migrants in the remote corners of Liberia. West Point And Katiago is the first stop. Latta, there are two more to go to the coast. Monrovia and Wahi in North Eastern, and Barboursport is always about the corner. To give you, others are put on the line in these voyages of hope.

The Kamba team is accompanying KAMBA workers on their long stretch of waters to take them to the coastal corners of Monrovia and Latta, to jobs that will take a total of eight days.

When we arrive about the ponds before leaving Latta for Fata, there are some concerns in the boat that they were with some, such as the water. It is filled with it with some water, we speak on the water and outside the boat in that case to collect the water. It is not clear.

It is not very violent, the journey will take us through the narrow, narrow strip. In these waters, though, there is no risk to the danger that one might expect. The boat could feel over or bend to suit us. There's another fact, possibly, the medicine should be kept, which things we have to find. Unlike ordinary cargo, some of the drugs, especially the cold ones, must be kept chilled throughout the trip.

Over long distances, some medicines and medical products are stored in special containers for storage. From Nairobi, to Liberia, the first things of supplies is some of the most. The second is done in Latta from before the medicines are distributed to Fata, Katiago, Monrovia, and Barboursport, which are in the north. Once the goods are loaded into boats, however, the real challenge is to get to the destination. Time is, therefore, crucial.

The journey to Fata is slow and somewhat. Other than the night of the boat, it is a long trip and a long boat's riding away at night, we see no sign of life for the first half hour into the job only. We are navigating a narrow stretch of mangrove and, inside some water, we see a boat with a person who is looking at us, looking back, looking about them, indicating they are fishermen. When Kamba goes down, our conversations with the boat crew are over.

The situation of an already so we go. Unlike many, they are a small boat, but even so, they are a highly valued area, and in case of an attack, there is no escape, it's only after looking past them that some of the boats.

The delivery crew turned out and took us on a long through the open sea. In the end, the crew present down is a different boat entirely. It was a higher and more interesting, and the crew had at least had a sleep, with seas.

From here on, it's all about the water. Every time the boat hits the waves, our jobs start. It feels as if the boat is all that.

As we approach the shore, we will see boats from all of the fishermen around us. They are looking towards us, as if in a setting of a boat. When we arrive, we see that there are many people returning from Katiago. The team has, with 200 kilometers of water, no only see

to find all this khazana just as. Like most pickups on the Bani-Nasrabi route, these loads are the masters of the roads.

While not as fast as the rickshaws, this seven-passenger load burns 55 litres of petrol for the return trip from Lerna to Fada. This is the equivalent of 200 kilometres covered by a fairly fuel-efficient car that consumes 12.5 litres per 100-kilometre. Refuelling in the state is an eerie experience. To do so, Dakan has to cut the engine. As soon as the engine goes dead, the best driver precariously in the water, bombarded on all sides by the engine's powerful waves. The team tosses into the vacant sea, light in their eyes. Manoeuvring, Dakan empties a 20-litre jerrycan into the tank, untensed. It's a cruel, brown and squelchy from the passengers.

Twenty minutes later, Fada comes into view. We have safely arrived at our destination. But there's more drama in the offing. In a blink, the engine goes dead. We are about a kilometre from the land. Something is totally wrong. Dakan's temperament, like the sea, is erratic.

Without masking his anger, he protests: "I had advised an early morning trip. Now the tide is low. We can't access the jetty." He is quiet for a few moments, his expression contemplative. What he says sounds new to both absurd and unbelievable. "You have to wait here and wait the rest of the stretch."

There's a sense of urgency in his voice. It also hardly sounds like a request. We're all in a state of panic. The water is five feet high, and we can't leave the boat.

"THE BOAT CAN'T MOVE AT THIS STAGE"



Photo: Merve for the magazine. Photo: Merve for the magazine. Photo: Merve for the magazine.

water," the crewman retorts.

After momentary hesitation, we disembark. Whereas the crewman made it to the beach, there's the machine to carry to the dry land. Dakan leaves us and walks briskly across the water to Fada. It's gone for 15 minutes as we contemplate the next course of action.

When he returns, he has a donkey and two men in tow. The cargo must still be hauled across the strong currents by a donkey. Only there's an impediment. Negotiations on the far bank take time.

"They don't want to pay for the fee we should be," one of the two men says as he crosses the river. Attempts to persuade them end as they and their donkey leave hurriedly.

"We have to carry the boxes ourselves," a resigned Dakan declares. It appears a joke at first, but his contorted expression indicates otherwise. For the next hour, we will carry the boxes across the stretch of wet sand to the land, making several trips each. Besides, there's the KEMSA healthcare facilities to transport them for another kilometre to Fada, our county hospital.

Fada is a beautiful seaside settlement with a rich differential climate. From weather-beaten houses and

guest, it's easy to mistake it for a deserted village. We arrive at the county at 12pm on one of the hottest days. Residents are soaked up in their houses to escape the heat's temperatures.

Trade and fishing are the main livelihoods for Fada's 3,300 predominantly Bani-Nasrabi residents. At this time of the day, most men are out in the sea, having left at the first hints of the morning to fish. They are expected back from dawn.

For another 15 minutes, we help to the hospital, guided by the hospital's charge nurse, Abdul Muhamed, a local. "This is the only hospital we have in this island. We have only two schools," he tells us on our way to the facility. As soon as we arrive at the hospital, the charge nurse requests that the children quickly register. A few moments later, the charge nurse, with us.

The facility attends to children 40 and 20 patients every day, according to Zafar Ahmed, the hospital's plasma technician. "The commonest consultations in this area are hypertension, ulcers, diabetes, and urinary tract infection," Mr Ahmed says.

Drugs for treatment of these conditions could be available at all

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lines, she says. If the required drugs are out of stock, patients have to make the 200-kilogram trek to Lere, an expensive undertaking that poor families can barely afford.

Then there are occasional outbreaks that are common in remote locations. At the time of our visit, Ebola is experiencing an outbreak of greatest. The biggest duty in delivery of remedial actions puts the local population, especially children, through unpredictable agony.

Increasingly, facilities in these islands, like everywhere else, are supplied with medical products on order. Sometimes the consignment consists only a small box of new stocks. To deliver each batch of drugs, irrespective of load, from Lere to the site requires a goodboat ride about \$140,000. Why not transport large consignments, which is cheaper and convenient? It turns out that's not the case with medicines.

"When the consignment is large, the liability is higher. Should the vessel sink or be intercepted along the way, it would be a big loss to KEMSA. It would also be an inconvenience to the facilities expecting the medicines," explains Nyckie Gozoy, KEMSA's distribution chief at the coast.

At Lere, the sea is back and out and the fishermen, a pair has obtained the boat to the shore, ready for our journey back. On our way to Lere, much of the coast which we had seen earlier are now completely submerged under water as the afternoon sea reaches its territory.

For a moment one compares with the splendor of the sunset in Turbaco County, west from 150 kilometers away. At dusk, the orange ball shines brightly towards the horizon with snowy rays, as its duskful beams flip over hills near Kibuki.

But to Jenie Nyong'o, a truck driver, it's another daytover.

Nyong'o is entering the final phase of a long, strenuous journey from Nairobi to Lodwar. He has sold five hours. He will head the 40-tonne motorcade through darkness along the Nairobi-Lodwar-Lodwar route, alone, to deliver medicines and medical equipment to local health facilities.

In the \$425 million consignment are antibiotics, nutritional supplements, pain management drugs, contraceptives and HIV and tuberculosis (TB) medicines.

Already, Nyong'o has covered more than 500 kilometers through part of the country, and driven down the swirling gorges of West Pokot County. Along the 60-kilometer stretch of unimproved berms and dips, there's bumpy over every week while attempting to climb up and down. To start his truck today to Oloitokitok, at the foot of the Rift, is to cover perhaps the toughest hurdle in this arduous journey. Now only the last part of the journey remains, a 170-kilometer stretch between Malindi and Lodwar.

Meanwhile, at Nadapal dispensary, just outside Lodwar town in Lere sub-county, nurse-in-charge Mercy Muthee sits under a tree waiting for a consignment of drugs to arrive. It's 5pm, and Muthee has been waiting all day. While the sub-county pharmacist had contacted her concerning the shipment the previous day, she's unsure when the medicines will arrive, or whether they will arrive at all.

The dispensary is a free facility that serves not only residents of Malindi but the population of the surrounding area as well. We offer general and ambulatory care, immunization services and referrals. We serve



One of the consignments used to assist in the health emergency in Lere.

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about 1,000 people," she says. "In July, this sub-county has experienced a surge in malaria cases. For every day, half the drugs fail to arrive. Even if businesses are populated, 'Lushoto is a malaria-stricken zone. In the past few weeks, we've experienced complicated cases with comatose and mortality,'" Mchiro says.

Delivering the commitment to Lushoto, though, is only part of Kemsco's journey. Besides Lushoto District Hospital, Mchiro will be delivering medicines to 30 other facilities, spread out in the seven sub-counties in Tumbesi. It's a real test of endurance. First, the sub-counties have no road. So the facilities are far apart and sometimes in very remote locations. It took five days to get to Kilimo last month, for instance, when business flight Dukaer was disrupted. "Most areas of Kilimo have no mobile network or internet connection. Off-grid facilities already rely on the county or sub-county police stations to place orders for medicines on their behalf."

Health centers in remote sub-counties suffer as basic drugs not only are hard to procure, but patients find reaching them a challenge too.

"It could take the worst case to deliver medicines to the sub-health center from the town where hospital," he notes.

Security, the concerns are so bad here that some workers are actually being paid by \$400 a week, Mchiro says, "I'm not going through duty roster in the morning, sun-going to medicines for hand over at 8 o'clock without any sign of human facilitation. Crossing river valleys, locally known as 'upata,' is a nightmare—I have to walk and swim in the river."

Kemsco's mission: "There are 20 km to the valley, we carry the truck and load the cargo only. Last mission that happened the medicines for the rest of the journey."

None without. "There are logistical challenges that even for Lushoto, navigation is impossible. There are obstacles come in locally. This not only is across the road, but also the proximity of disease. Sometimes the pick-ups are unavailable. The medical aid is important and also fall in scope of the law."

Tanzania's landscape is a full-on wilderness. It's rural, remote, but not always accessible. Even when there are roads, travelers are forced to travel by car for 10 hours to proceed with the journey. For transport of medicines and medical equipment, it's not just the long hours of travel that are expensive, but the fees put in charge across the valley.

But it's not always easy to see that's the stroke wide. Against Tumbesi County is the West West of Kenya. There's hardly any strike anytime, and success delivering goods are often a target. It takes a good part an hour, but it's been managed by some officials.

"I haven't seen a price, but my colleagues have been arrested before," says Mchiro. "Twenty-four hours take the shipment arrives at hospital dispensary in a Lushoto area. Having had been attacked in Lushoto District Hospital, ending Mchiro's previous visit. For the next 30 minutes, the route is a path through the valley mountains and sign of the cooperation. Some things are, however, missing."

"I had expected a lot of the insurance drug to manage the supply chain to be done. 'Today, I've looked closer,' she emphasizes, explaining that the supply chain is an important thing and on patients suffering severe results. "Hopefully, we will get it in the next assignment." That will be an all-time weeks to procure and deliver, using a better legislation.

challenges in availability of the drug at the depot. She says, "It's difficult to explain to a patient that you don't have the drug. After looking for hours, most prefer to go back home to and the facility." Tumbesi County is unique in many ways. However, it's the only county in Kenya that takes 100 per cent an government health facilities. There are no private clinics here. The state of government health services is, however, a matter of the end itself.

Due to its remote and semi-remote locations, roads and roads often are closed in the country. As a result, availability of medicines is a critical component of healthcare. For drivers such as Mchiro, every extra minute spent on the road could mean a lost patient's life. Expectation to deliver under a strict schedule, planning their operations at the farthest end of Tumbesi is a matter of stress and luck.

To Mchiro and other drivers doing this work, these patients are a matter of business as much as they are human to society. "It's not a question that will return here."

"We're using the 24 possibility of using drones to deliver medicines to some of the remote, remote locations in the county as part of our solution," says Mchiro. "We're using the technology of drones to deliver medicines to some of the remote, remote locations in the county as part of our solution. We're using the technology of drones to deliver medicines to some of the remote, remote locations in the county as part of our solution. We're using the technology of drones to deliver medicines to some of the remote, remote locations in the county as part of our solution."

For now, some what may every assignment to the transportation facility may lead to construction, safety, time and to good results. "Handbook of the best health-care is our cooperation."

By: [Name] | [Email]

KEMSA's ERP System: A Digital Revolution to Enhance Healthcare Supply Chain

Fostering Operational Efficiency: KEMSA Embraces Cutting-Edge Technology for a Smarter Tomorrow

The Kenya Medical Supplies Authority (KEMSA) embarks on a transformative journey as it adopts its expansive Enterprise Resource Planning (ERP) system to revolutionize its operations. With the launch of this cutting-edge technology, KEMSA is poised to transform its supply chain management, enhance decision-making processes, and usher in a new era of operational efficiency.

Recognizing the critical need for improved efficiency and real-time data processing in healthcare supply chain management, KEMSA is embracing its advanced ERP system. This state-of-the-art ERP system will facilitate seamless communication and collaboration among various departments, streamlining workflows, and ensuring a faster response to emerging challenges.

The ERP system promises to optimize inventory management, anticipate demand, support forecasting, and track key metrics in ensuring essential medical supplies. By embracing technology-driven solutions, KEMSA aims to eliminate delays and ensure the uninterrupted flow of critical medical commodities to public health facilities across the country.

This system will enable end-to-end visibility across the supply chain, while creating a single, interconnected portal to track the entire process in a way to enhance transparency and accountability.



The launch of the ERP system will mark a significant milestone in KEMSA's journey towards operational excellence. The organization envisions a future where data-driven decision-making empowers the team, empowering its leaders to make informed choices that improve system resilience and technology ROI, effectively and efficiently.

As KEMSA embraces digitalization, the organization demonstrates its commitment to staying ahead in the fast-paced world of Health Products and Technologies, ready to meet the challenges of the future. The ERP system stands at the heart of this transformation, empowering KEMSA to navigate the challenges of tomorrow while ensuring a seamless delivery of critical supplies to the country.

This state-of-the-art ERP system will facilitate seamless communication and collaboration among various departments, streamlining workflows, and ensuring a faster response to emerging challenges.

Transforming KEMSA: Financial Reforms for Transparency and Efficiency

In an ambitious bid to enhance transparency, efficiency, and financial standing, the Kenya Medical Supplies Authority (KEMSA) has embarked on a series of financial reforms led by the Chair of KEMSA Board through rigorous and strategic Chief Executive Officer, Dr. Andrew Njiru, with the strategic support of Mr. Mike Kiprot, the Chief of Staff and head of Public Service in Kenya. These efforts have created a new course for the Authority's future.

Under the backdrop of financial challenges and the imperative to ensure accountability in public institutions, KEMSA is undertaking a comprehensive financial overhaul. These key aspects stand out: the implementation of robust financial management practices, pursuit of strategic partnerships, and staff optimization.

The implementation of modern financial management practices will be the cornerstone of KEMSA's transformation. The organization has streamlined its procurement processes, introducing measures to enhance fairness, transparency, and value for money. KEMSA will prioritize competitive bidding and the elimination of single-sourcing and monopoly activities, ensuring that stock are value for money. This will notably improve financial efficiency but also for the public confidence in the organization's operations.

Moreover, leveraging on technology will boost accountability and efficiency across the supply chain. Adopting a new Enterprise Resource Planning (ERP) system is key to enhancing connectivity and will provide end-to-end visibility, enabling data decision-making and fostering discussions between physical stock and ERP records, paving an Integrated Logistics Management Information System has further optimized



currently supply decisions, providing additional costs.

In parallel, KEMSA has actively pursued strategic partnerships to augment its financial standing. Collaborating with esteemed partners such as the World Bank, UNICEF, and the Global Fund, among others, is key to attracting funding and resources that has enabled KEMSA to expand its outreach by aligning with these partners' transformative health sector initiatives. KEMSA will become a critical player in achieving Universal Health Coverage, in line with the national health policy and the United Nations Sustainable Development Goals.

Despite challenges and inherent complexities, KEMSA has shown unwavering commitment to address internal issues head-on, with the guidance of a committee appointed by the CEO, various discussions during the course of stock take visit, diligently understood. The commitment to accountability and integrity is critical in rebuilding the organization's in-

tegrity for funding its role as a trusted supplier of health products and technologies.

As the newest stakeholder commitment, the main objective called for the cost value for efficiency and accuracy. The CEO or various stakeholders, introduced the various teams, finance department, and all staff members from various departments to collaborate diligently. Through a collective effort, KEMSA aims to optimize the stock take process promptly, and showcase its capabilities to achieve new milestones in inventory management.

With Dr. Andrew Njiru's visionary leadership and Mr. Mike Kiprot's resource support, KEMSA stands poised to transform its financial landscape. By implementing modern practices, forging strategic partnerships, and nurturing a culture of accountability, the organization is on a path toward becoming a beacon of excellence in the nation's healthcare supply chain.

KEMSA's Path to Vendor Trust and Efficiency

How KEMSA's Innovative Procurement Overhaul is Reshaping Healthcare Supply Chains

In the realm of healthcare, the flow of medical supplies is a lifeline that determines the quality of care delivered to patients. The Kenya Medical Supplies Authority (KEMSA) is redefining this vital process, embarking on a journey to revolutionize procurement practices – a transformation that is reducing costs, enhancing efficiency, and ensuring uninterrupted healthcare delivery.

Breaking the Mold

As the calendar flipped to November 2023, KEMSA faced a challenge at the crossroads of change. The need for a dynamic, procure-to-meet system was crystal clear: it was to be a commitment to provide quality healthcare to every corner of Kenya. The conventional procurement landscape, characterized by paperwork and delays, was no longer tenable.

The Birth of a New Paradigm

The wheels of transformation were set in motion with a comprehensive overhaul of KEMSA's procurement technologies. The old, cumbersome practices gave way to a revolutionary approach, one that profound new, driven by integrated planning, seamless collaboration, and a commitment to transparency.

Central to this transformation was the adoption of supplier registration processes, what was once a labyrinth of paperwork and bureaucracy, is now a streamlined, digital process, enabling swift onboarding of vendors. This cycle not only ensures efficiency but also builds a network of trusted suppliers – a

cornerstone of KEMSA's procurement revolution.

Annual Fixed-Quantity Contracts: A Leap Forward

A pivotal step away from the norm was the transition from the conventional two-year framework contracts to more agile, annual fixed-quantity contracts. This strategic move by KEMSA's agile to adapt to market dynamics, respond to emerging healthcare needs, and ensure a consistent supply of vital medical resources.

The introduction of letting a market for, recognized as a game-changer, fostering healthy competition among suppliers. This innovation not only enhances vendor diversity but also caters to a wider range of medical needs, where suppliers strive to deliver the highest quality offerings.

Forging a Vendor-Healthcare Partnership

KEMSA's procurement transformation is more than just a technological upgrade; it's a commitment to building a genuine, long-term relationship with vendors. The system's transparency and efficiency eliminate unnecessary hurdles, allowing vendors to focus on delivering quality products promptly.

Users speak, a vendor partner, attest to the shift. "The new procurement approach has brought transparency and predictability to our interactions with KEMSA. The clarity around order logs, order production and delivery schedules, ensuring a seamless supply chain."

A Catalyst for Uninterrupted Healthcare Delivery

The impact of KEMSA's procurement revolution resonates through healthcare facilities across Kenya. The assurance of a steady and reliable supply of medical supplies translates to uninterrupted care for patients, doctors, and nurses can focus on their critical tasks, knowing that the supplies they need will be there, when required.

Dr. Grace Wanjiku, a nurse, healthcare professional, emphasizes the point. "The new system, looking beyond a traditional procurement system, has been a game-changer, ensuring that we have what we need to provide excellent care, even in challenging times."

A Blueprint for Progress

KEMSA's journey towards procurement innovation is not just a isolated success; it's a blueprint for progress that can be emulated across sectors. The lessons learned – from digital transformation to vendor partnerships – serve as a roadmap for other institutions seeking to enhance their efficiency and impact.

In the heart of healthcare supply chains, KEMSA's procurement revolution stands as a beacon, shining upon the path of innovation, collaboration, and commitment to better healthcare delivery. As KEMSA continues to refine its efficient and transparent procurement processes, it sets an example that transcends borders, inspiring a world where procurement processes ensure the seamless delivery of healthcare solutions.

Strengthening KEMSA: Empowering Staff and Re-purposing Functionality

KEMSA has embarked on a multi-phased approach to address governance concerns, control corruption and enhance operational efficiency. The next phase of KEMSA's transformation will focus on transitioning to a new organizational structure designed to ensure compliance with oversight requirements and guarantee performance-based management by the end of the year.

The new performance and service-oriented structure is an improvement to the current organizational framework, which has been cited as an impediment to KEMSA's service delivery capacity. A realignment will address the deficits of the current strategic organization by the country's migration towards the national strategy as part of the National Health Development Program.

Empowering Staff and Re-purposing of Organizational Structure

With a focus on enhancing organizational efficiency, the newly constituted Board and management at KEMSA have implemented administrative interventions. Central to these efforts is the restructuring of the human resource function to create an agile and dynamic organizational structure. By aligning staffing with strategic objectives, KEMSA aims to meet the organization with the skills and capabilities needed to deliver a fit-for-purpose organization.

As part of the restructuring process, KEMSA is moving strategic entities to delivery operational units. This includes the re-assignment of contracts for 200 redundant staff members, signaling the organization's commitment to honoring

a performance and service-oriented culture. Empowering staff through targeted induction and training will cultivate professional and accountability, vital in its future journey to rebuild public trust and strengthen partners' confidence.

Reinforcing Ethics and the Fight Against Corruption

KEMSA newly reconstituted board and management led by the AG CEO Dr. Jitendra Khatiwala reiterates the government's determination to combat corruption. These efforts have encompassed streamlined processes, internal public disclosure and reinforced KEMSA's constitution.

During a recent working visit, the Chair of KEMSA and head of Public Revenue in Kenya reiterated the administrative commitments to eradicating corruption within KEMSA. A clear message was delivered, assuring that there will be no protection for those engaged in corrupt practices. The government expects individual accountability and swift strict consequences await those found culpable.

Technology and Transparency: KEMSA Takes to Progress

With these transformation efforts, KEMSA is embracing modern technology to enhance transparency and efficiency. The adoption of a new Enterprise Resource Planning system is set to revolutionize supply chain management. The system will foster transparency and accountability, resulting in an efficient market and easing KEMSA's Logistics Management Information System (LMIS) to other government systems.

The automation of services, including





data exchange processes, will enhance efficiency in service delivery and ensure transparency in procurement. These announcements, coupled with continuous audits of procurement processes, aim to promote fairness, accountability, and value for money in all operations.

A Brighter Future Ahead

As KEMSA continues its journey of transformation, the government's unwavering support remains steadfast. The comprehensive approach of empowering staff, optimizing organizational structure, and tackling cartel networks demonstrates a firm commitment to transparency and integrity within the organization.

By strengthening financial controls, optimizing workflows, and embracing technological advancements, KEMSA is poised to emerge as a beacon of efficiency and trust in Kenya's healthcare system. The fight against corruption may be challenging, but with collective determination, KEMSA is paving the way for a brighter and healthier future for all Kenyans. The organization's commitment to empowering staff and defuncting cartel networks sets the stage for a new era of transparency and excellence in KEMSA's provision.



KEMSA's Financial Reforms: Navigating Debt and Sustainable Operations

Kemsa Medical Supplies Authority (KEMSA) is undertaking significant financial reforms to address debt concerns and ensure sustainable operations. The organization's overall debt currently stands at approximately Ksh22 billion, impacting its working capital and ability to meet its broader challenges. KEMSA is implementing a series of strategic measures to tackle the runaway debt concerns and seek long-term solutions.

During a recent engagement with KEMSA staff members, the Chief of Staff and Head of Public Service Delivery shared expected outcomes over the financial burden faced by the organization. The debt is primarily attributed to outstanding payments from public entities, including counties, which owe KEMSA over Ksh.13 billion. These debts have been outstanding for over a year, putting immense strain on KEMSA's ability to provide efficient and timely payments to suppliers.

In addition, the Chief of Staff pledged his personal Executive Office's support to facilitate timely payments from the County of Governors and other similar government entities. The goal is to fast-track the processing of outstanding payments owed to KEMSA and ensure that timely payments are made going forward. This injection of capital will provide the organization with much-needed liquidity to continue its operations effectively. KEMSA also plans to enter into Service Level Agreements with all counties in order to foster engagement and create a more structured



Chief of Staff and Head of Public Service Delivery (center) with KEMSA staff members.

way of engagement as a means to ensure that payments for Health Products and Technology is received from KEMSA clients.

KEMSA is actively implementing internal financial controls to improve its financial health and strengthen its position in the market. One of the strategic interventions involves the use of flow-matching capabilities to reduce stock and generate working capital. Additionally, the organization is prioritizing the procurement of vital supplies, health items, and other products regularly utilized in public health facilities. These measures aim to optimize KEMSA's financial resources and foster long-term

financial and operational success.

In a bold risk and operational strategy, KEMSA is continuously reviewing all critical operational processes and identifying areas for optimization as part of cost-cutting measures. This includes streamlining workflows and leveraging technology to enhance efficiency and data exchange. Additionally, the introduction of a new e-procurement system, eProcurement (ePR) system, supports its focus on transparency and accountability across the supply chain and improve overall operations of the business.

Furthermore, KEMSA is making efforts to attract strategic partners and save on operational costs by utilizing its newly acquired state-of-the-art modern facilities in DFR estates. The warehouse expansion includes state-of-the-art equipment for more efficient inventory management, contributing to the organization's focus on sustainability.

The government remains steadfast in supporting KEMSA's reform agenda and expects the organization to implement process changes and deliver on its mandate effectively, with a combination of financial reforms and strategic measures. KEMSA aims to strengthen its role as a reliable supplier of medical commodities to Kenya's healthcare system.

As KEMSA's financial reforms take shape, stakeholders eagerly anticipate the positive impact they will have on the organization's ability to deliver essential medical supplies and improve healthcare outcomes for the Kenyan population.



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Streamlining Supply Chain: KEMSA's Drive for Operational Excellence

Prioritizing Urgent Needs: KEMSA's Strategy to Eliminate Slow Stock and Improve Order Fill Rate

In its pursuit of operational excellence, KEMSA has launched a roll-out initiative to optimize its supply chain and enhance efficiency. Top on its list is prioritizing urgent needs, as well as eliminate slow-moving stocks and achieve an optimized stock-to-stock for essential medical supplies.

In its quest to optimize, KEMSA has set in motion an extensive action plan to re-organization of slow-moving stocks. The organization plans to supply vital supplies, tracer items, and class A products to meet a necessary and diverse of essential.

KEMSA is actively engaging with the countries to support their effort in demand and forecasting. This will support the countries in commodity management and facilitate effective PFT's budgeting.

The Authority plans to host a series of country engagement in collaboration with the Council of Governors to encourage the leadership to visit local health subjects. This will empower countries to effectively plan their Health Products and Technologies needs and make prompt payments to KEMSA.

Currently, countries are bogged down by outstanding payments running into 32 months and beyond, this has interfered with their ability to place PFT's orders for supplies. Through collaboration, KEMSA seeks to jointly implement a system that identifies individual country needs and create enabling efficient planning and stocking of their needs and class A products.



Harry Awonmi, CEO and President
of KEMSA Medical Services

To further advance its operational efficiency, KEMSA is actively seeking to improve its cash flow through reducing a healthy working fund and re-capitalization. This organization is also exploring avenues to cut slow-moving stock.

In addition, the Authority is focused on secure of resources from the Ministry of Health and collaborate with development partners to ensure the effective functioning of the institution.

By adopting these measures, KEMSA expects to further interact with greater positions and diminish its previous quality of service. Essential Health Products and Technologies and supply chain solutions to save and transform lives.



Participants at KEMSA Supply Chain Event

Procurement Reforms Foster Fairness and Efficiency

Redefining Procurement Practices: KEMSA Initiates Robust Measures to Ensure Value for Money

In response to recent challenges and a renewed commitment to providing public trust, the Kenya National Supply Authority (KEMSA) Board has unveiled a comprehensive plan to overhaul its procurement processes. With a focus on greater transparency and efficiency, KEMSA is setting off on a transformative journey to streamline and accelerate its supply chain management.

The unveiling of KEMSA's procurement reforms marks a new dawn in the organization's history. Acknowledging the pressing need for change, the Board has initiated immediate and long-term actions to uphold and sustain the principles of fairness and value for money. The Authority has revealed the current list of pre-qualified suppliers and a fresh engagement is ongoing. The process will include the Authority from now on ensuring that only companies providing optimal value for money are pre-qualified and engaged. This will not promote healthy competition and create an environment where critical services benefit from economies of scale by working with reputable vendors offering their best services at competitive rates.

Furthermore, the Board is conducting an in-depth review of ongoing contracts that were processed through single sourcing and monopsony practices. Supply systems identified that any contracts found to be lacking in value for money will be transferred to the Public Procurement Regulatory Authority (PPRA) and the Ethics and Anti-Corruption Commission (EACC) for investigation. The commitment to sustainability underpins KEMSA's initiatives to eradicate corruption and malpractices.



KEMSA reviewing bids to the supply board.

A ground-breaking measure in KEMSA's procurement reforms is the introduction of the bidding system. According to Nyakira, this system sets an upper financial limit beyond which no single bidder will win contracts. The introduction of the bidding system aims to diffuse vested interests and ensure transparency, ensuring that the procurement process remains transparent, fair, and competitive. Expressed Nyakira, by safeguarding against manipulative practices, KEMSA is poised to deliver better value for money to the citizens of Kenya.

As KEMSA gears up, it remains a future where transparency and accountability becomes a procurement norm. The organization stands resolved as its design to prioritize public interest, eliminate corruption, and deliver optimal capital supplies with utmost integrity and efficiency.

According to Nyakira, this system sets an upper financial limit beyond which no single bidder will win contracts. "The introduction of the bidding system aims to diffuse vested interests and rationalizing, ensuring that the procurement process remains transparent, fair, and competitive," expressed Nyakira.

KEMSA's People-First Approach: Revitalizing Human Capital for a Resilient Future

Empowering Employees: KEMSA Puts Focus on Professional Development and Workplace Wellbeing

Kemsa Medical Supplies Authority (KEMSA) embraces a strategic people-first approach, recognizing the pivotal role of its workforce in driving organizational success. With a laser focus on uplifting strategic merits and productivity, KEMSA is committed to revitalizing its human capital for a resilient and thriving future.

The Board of KEMSA has undertaken a comprehensive review of its human resources, conducting a staff needs assessment and document validation. This strategic effort aims to retain qualified and skilled personnel while retooling capabilities according to departmental needs, ensuring overall aligned and efficient workforce.

To create a conducive work environment, KEMSA is implementing comprehensive programs that prioritize employee professional development and wellbeing. The organization acknowledges and motivates and engages employees in achieving its goals and delivering high-quality health-care supplies to the nation.

The adoption of performance contracts tied to employees' roles, is a key pillar in KEMSA's people-first approach. This measure fosters a sense of accountability and a shared responsibility to fulfil KEMSA's vital role in achieving national healthcare.

As part of its commitment to empowering employees, KEMSA is fostering a culture of teamwork, innovation, and excellence. Open



KEMSA staff

channels of communication ensure that employees' concerns and suggestions are heard, guiding the organization's journey towards a brighter and prosperous future.

KEMSA recognizes that its human capital is its most valuable asset. By investing in professional development and creating a supportive work environment, the organization empowers its workforce to deliver healthcare supplies with unwavering dedication and expertise.

To create a conducive work environment, KEMSA is implementing comprehensive programs that prioritize employee professional development and wellbeing.

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KEMSA's Annual Stock Take Unites Strategic Partners to Enhance Healthcare Delivery

The Kenya Medical Supplies Authority (KEMSA) recently completed its FY 2020/21 Annual Stock Take under the stewardship of Acting CEO Executive Officer, Dr. Andrew Mulu. The year marked a crucial milestone in the organization's commitment to ensuring efficient health products and technologies delivery in Kenya.

At the heart of this stock take was the active participation of various strategic partners, coming together to boost the healthcare sector's capacity and resilience. The event gathered the presence of prominent organizations, including the Office of the Auditor General Ministry of Health, National Geospatial Information World Bank through the "Transforming Health Sector for Sustainable Livelihoods" (HSLi) and East African Community, United Kenya County Office, National Council for People with Disabilities, KEMSA, Kenya Medical Supplies Authority, KEMSA, The NIS Foundation, Kenya Health Sector Review (KHSR) and World Bank Local Funding Agent.

The primary objectives of this year's stock take were to assess the stock holding status, determine the variation of medical supplies, and reconcile the quantities in KEMSA's ERP system with the physical stocks present in the depot nationwide by adhering to government regulations and Finance Standard Training Protocols. KEMSA aimed to ensure transparency and accountability in the health products and technologies supply chain management.

During the event, Dr. Andrew Mulu appreciated KEMSA's dedicated staff whose tireless efforts and commitment contributed to successful execution of the stock take. The Victorian Health Incorporated team in charge of and organizing the stock take acknowledged, along with the Bank Group who were recognized for their operational jobs ensuring smooth operations.

However, the Review Team remained grateful for their timely planning and proactive efforts to improve the stock taking process. The presence of staff from various departments, including Administration, Human Resources, Procurement, Distribution, Supply, Logistics, Programs, Planning, Audit, and Security, further demonstrates KEMSA's collaborative approach in the pursuit of excellence.

The focus on ending impunity and enhancing donor-KEMSA transparency to complete the stock take process in the shortest time possible. Dr. Mulu emphasized the significance of accurate records and highlighted an interim measure to enhance KEMSA's role in maintaining a register of participants to ensure a well-documented and reliable process.

To address any concerns discovered during the stock take, a committee was appointed by Dr. Mulu to identify, investigate, and address the issues. Dr. Mulu encouraged the Bank Group to support KEMSA fully and transparently by providing reasons for historical discrepancies. KEMSA is committed to improved transparency in KEMSA's operations.

The official commencement of the stock take was marked by Dr. Mulu affirming the first order into a central bin. This symbolic act signified the entry into the KEMSA and its strategic partners in advancing their shared mission of enhancing healthcare accessibility.

The FY 2020/21 Annual Stock Take stands as a powerful testament to KEMSA's dedication to enhancing Health Products and Technologies delivery in Kenya. Under the guidance of Acting CEO, Dr. Andrew Mulu, and with support from its strategic partners, KEMSA has taken a significant step towards achieving its vision of excellence in the provision of Health Products and Technologies to the people of Kenya in the East African Region.





Suppliers Conference Unlocks HPT's Bottlenecks

In a bid to unlock bottlenecks surrounding procurement strategies of Health Products and Technologies in the country, KEMSA hosted a one-day Suppliers Conference to identify the major issues and find lasting solutions.

The forum took in Nairobi, drew together over 400 local and international suppliers including those with existing contracts and prospective bidders interested in exploring business opportunities to support the Ministry in procuring Health Products and Technologies (HPT) to public health facilities.

With the government's overarching commitment to reducing universal health coverage (UHC) and improving primary healthcare (PHC) services, access to a 10 to 15% rise in the ongoing problems within its public PHC system by identifying problems plaguing the HPT supply. Over the past two years, KEMSA has faced significant challenges in its Order Fill Rate, resulting from a systemic failure on the part of contracted suppliers to deliver HPTs in a timely manner. This has led to major stockouts and compromised the availability of essential medical commodities to healthcare facilities.

Recognizing the urgency to address these challenges, KEMSA hosted a comprehensive conference that fosters a collaborative and innovative platform for problem-solving. Bringing suppliers, stakeholders, and industry experts together, the conference addressed the obstacles and proposed practical solutions to surmount KEMSA in a leading supplier of choice for HPT.

A key challenge highlighted was the increasing unit prices which pose a significant threat to the affordability of healthcare services, especially for vulnerable populations and its impact on UHC. KEMSA is committed to es-



KEMSA Chairman George Sitemba addressing suppliers

ablishing strategies to stabilize and potentially reduce HPTs prices by ensuring that quality and affordable medical commodities remain accessible to all. The significance of this conference was in its potential to strengthen KEMSA and its supply chain system by leveraging its digital platform, KEMSA is able to undertake steps of engineering the supply chain to become more resilient and capable of delivering quality and affordable medical commodities to remote areas.

With a focus on immediate collaboration and solutions to the health and well-being of the nation, the conference marked a crucial step towards achieving UHC and improving healthcare services in Kenya.

To ensure the success of these endeavors, access to quality and affordable healthcare products and technologies is indispensable. KEMSA plays a vital role in the implementation of UHC by providing last-mile delivery of healthcare products to all corners of the country. The conference also highlighted KEMSA's commitment to the opening of the procurement processes, by investing

in technology and ensuring wide-level visibility in the supply chain. KEMSA will guarantee that supplies reach their intended recipients in a timely manner, avoiding disruptions in service delivery and ending with shortages. Furthermore, KEMSA seeks to leverage its supply chain to support the government's Buy Kenya, Build Kenya initiative by promoting procurement of healthcare products from local manufacturers. This not only stimulates the growth of the local industry but also strengthens the domestic healthcare supply chain, leading to job creation and economic development.

In conclusion, KEMSA's transformative commitment sets a pivotal milestone in the journey towards UHC and improved healthcare services in Kenya. It exemplifies the organization's promise to address challenges faster, proactively, and extend its role in delivering healthcare products that meet the country's needs. The conference will undoubtedly paved way for a future where every Kenyan has access to quality healthcare services, leading to a more vibrant and equitable nation, fostering a more resilient path to the pursuit of better health and well-being.

Tech Titan: The ERP System Set to Revolutionize KEMSA's Healthcare Supply Chain

KEMSA's Future Vision of Efficiency: The ERP System Poised to Elevate Healthcare Delivery

In an ambitious move, KEMSA has set the stage for a transformation of its revenue base. Tech Titan™, a leading ERP system, is poised to emerge as the linchpin of KEMSA's future. This system is designed to revolutionize KEMSA's healthcare supply chain, ensuring timely delivery of medical supplies to every corner of Kenya.

The new board chair of KEMSA, Dr. Mwangi Ngunjiri, has set the tone for the company's future transformation agenda. The future implementation of the ERP system will integrate all aspects of KEMSA's operations, from procurement to distribution. "The ERP system is our gateway to progress," he has declared, "and we are committed to ensuring its successful implementation."

Tech Titan's ground-breaking capabilities will drive revenue, cost reduction, and supply chain optimization, enabling KEMSA to provide a seamless, cost-effective, and dynamic, annual fixed quantity contracts (AFC) to its customers, ensuring high-quality, low-cost, and reliable supply chain solutions to its customers.



Dr. Mwangi's vision is to ensure the ERP system is a problem solver for suppliers, by creating a digital platform that allows them to manage their own operations through a self-service interface.

A key shift to be embraced under Tech Titan's digital eye is the introduction of a single point of contact. A range of leading companies among suppliers is envisioned, creating a diverse pool of trusted vendors that meet KEMSA's stringent

quality standards. "The ERP system will redefine our inventory management," he has stated, "and we will see an increase in our revenue through the organization. Real-time data systems and insights will empower KEMSA to optimize inventory levels and minimize wastage, ensuring that we are always ready to meet our customers' needs."

In an equally exciting phase of progress, KEMSA's future will involve fostering partnerships with suppliers, ensuring prompt delivery and timely payments. The ERP implementation will create a digital environment for KEMSA to share and receive information, enabling seamless growth. With the introduction of Tech Titan, KEMSA's transformation journey will redefine a legacy of efficiency. The future is set to see the ERP system elevate healthcare delivery, ensuring professional and prompt the consistent flow of life-saving medical supplies.

As KEMSA continues to embrace digital transformation, the ERP system will become a key driver of its success. The future is set to see the ERP system elevate healthcare delivery, ensuring professional and prompt the consistent flow of life-saving medical supplies.

UNFPA Backs KEMSA Developers to create an Integrated Commodities Management System.



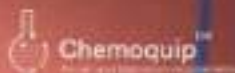
In a move to strengthen forecasting and demand driven HPTS procurement, UNFPA has teamed up with KEMSA to develop one of a kind platform that will.

The platform created by KEMSA developers will track medical Commodities uptake and inform the procurement entity on restocking levels.

This is the first time globally that such a technology has been developed and will be a game changer in supporting KEMSA stock Commodities as per consumption.

This will eliminate expires and procurement of slow moving medical commodities leading to dead stocks.

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Navigating Tomorrow: Charting a New Course for Family Planning with the Integrated LMIS Revolution

In the realm of healthcare, progress, efficiency, and accessibility form the pillars of progress. As Kenya's health sector advances into the 21st century, the Kenya Medical Supplies Authority (KMSA), an institution entrusted with the critical task of ensuring the availability of essential medicines and medical supplies, faced the challenge of modernizing its supply chain. The Integrated Family Planning (FP) Logistics Management Information System (LMIS) is

The Kenya Medical Supplies Authority (KMSA) set forth a profound mandate for LMIS, integrating procurement, warehousing, and distribution of essential medicines and medical supplies. This was not just a responsibility, but a vision in millions. Further, supporting county governments in establishing effective supply chain systems, and transparently reporting medical commodities supply status, marked a commitment to optimal healthcare provision.

Yet, every journey is accompanied by hurdles. KMSA's path was no different. Shortfalls of FP commodities, wastage, poor visibility, and inconsistent delivery led to a shadow on the healthcare landscape. Manual processes led to delays, errors, and inefficiencies, affecting the very heart of healthcare accessibility.

In response, the Integrated FP LMIS emerged as a beacon of change. Its capabilities, like pillars of strength, stood to ensure FP commodities availability, reduce inventory wastage, and visibility within the supply chain. The migration of the program was a strategic endeavor, with risks meticulously outlined, delivery timelines set, and milestones defined to ensure a smooth

transition. Minimal downtime and seamless integration were prioritized, ensuring that essential services were uninterrupted. The system's success was measured by actual consumption data, analytical insights, and streamlined decision-making aligned with consumption reality, allowing precise allocation of resources.

The transformation wasn't just a technical feat; it was evident in the big numbers. Inventory turnover (IT) rates increased, and stockouts became a rare occurrence. With timely stock replenishment at facilities and nationally, a robust supply chain architecture took shape. Order Turn Around Time (OTAT) adhered to the highest standards, defined by SOPs.

Transparent funding mechanisms, budget, and procurement management became a reality. The LMIS data, capturing comprehensive trends, informed with the JPO, creating a culture of evidence-based decision-making. Partners and government to update commitments, budgets, and funds unlocked formed the backbone of new

transparency.

As the journey doesn't stop here, the Integrated FP LMIS, now intertwined with the actual analysis, remains a key, ensuring its reach upstream. The data-driven approach, once defined by FP commodities, now surges forward, breaking the walls of uncertainty.

As of 2023, the system not just a system but a movement, a revolution in healthcare logistics. As KMSP, as demonstrated by our commitment to result-driven healthcare accessibility, efficiency, and innovation, the Integrated FP LMIS is just a project. It's a testament to the power of innovation and collaboration.

In the symphony of progress, the LMIS notes play lead and bass, guiding us to a future where every woman's health is ensured, where obstacles and inefficiencies are tides of the past. Together, we march toward a tomorrow where healthcare isn't just a need but a promise fulfilled, a promise that the Integrated FP LMIS holds dear to its heart.



The benefits realized for use with digital spending brought clarity to decision-making,

Kemsa's State of Art National Supply Chain Centre

Featuring a range of new generation cold chain and supply chain capabilities making it, one of the most advanced in sub-Saharan Africa.



The Kenya Medical Supplies Authority (KEMSA) has turned a new operating efficiency 140% following the commissioning of a state-of-the-art, National Supply Chain Centre. The new purpose built KEMSA National Supply Chain Centre, developed at the cost of more than Kshs 2 billion, will provide advanced warehousing, packaging and inventory management for Health, Products and Technologies (HPTs) for the local health sector.

With the development of the one stop facility, Kenyan taxpayers will now

enjoy more than Kshs 217 million savings annually. Previously, KEMSA was leasing out multiple warehousing space from private entities in Nairobi, impacting negatively on its operating efficiency and costs.

The facility, with a total storage space of more than 12,000 sq. meters, features a range of new generation cold chain and supply chain capabilities, including temperature-controlled cool rooms for vaccines, making it one of the most advanced in sub-Saharan Africa. Existing cool room and freezer facilities at KEMSA had not been designed to store

and facilitate the distribution of new generation vaccines such as those produced with live viruses that need to be stored at temperatures between -15°C and -25°C while Vaccines that are sensitive to freezing should be stored at temperatures between 2°C and 8°C.

The new facility will be powered by an advanced Warehouse Management System (WMS) as part of ongoing efforts to streamline information technology systems for efficient vaccine delivery. The new generation WMS linked to the Authority's Logistics Management Information



System (JMS), the Ministry of Health Kenya Health Information System (KHIS), and the KEMSA Electronic Point of Delivery (e-POD App) will facilitate basic information visibility across the supply chain system and contribute to inventory accuracy at the National and County operating levels.

The facility had been developed to provide the cold chain and supply chain for the national health system and will also act as a standby site for the national emergency Supply Chain Framework. Developed last year, the framework will enable the Public Health Emergency Operations Centre efficiently deploy need of countermeasures (CMCs) during emergencies.

Ransohoff said Kenya had entered the stage of advanced health supply chain facility hosting countries. She explained that the commissioning of the new National Supply Chain Centre is part of ongoing efforts to transform KEMSA into an effective national health system pillar.

KEMSA, she asserted, is pursuing a three-pronged transformation strategy which focuses on driving operational excellence, enhancing customer

experience and equipping the organization.

The KEMSA National Health Supply Chain Centre, she said, will now provide cold stored supply chain solutions for the national health needs, including vaccine storage at -8°C and -20°C. This will increase the national capacity for storage of vaccines and other cold chain medications. Further, it aligns with the Government's agenda to manufacture vaccines locally. The cold chain installed at the new facility covers a total of 760 m² comprising of four cold rooms and four trailers allowing it to offer world-class cold chain services.

The Centre, Mr. Ransohoff said, has been equipped to guarantee quality assured service provision for public health facilities by ensuring that each vaccine is kept to supply at the right time, in the right amount, in the right conditions and temperatures.

"This facility demonstrates the Government's commitment to ensure self-sufficiency in healthcare provision and has been developed to global benchmarks," Ransohoff said. She added, "The KEMSA National Supply Chain Centre will facilitate the efficient distribution of HPPs to regions,

district centres in Mombasa, Malindi and Kisumu for onward last mile delivery to more than 11,500 health facilities countrywide."

Developed with funding from the Global Fund, Government of Kenya and KEMSA, the facility's warehousing capacity is up to 7 storage levels of approximately 13,200 pallets with 901 racks. This is a significant improvement from the current KEMSA warehouse with a stacking capacity of up to 4 storage levels, being a 170 jobs. This improvement boosts the storage space by having a more centralized location thus enhancing efficiency in storage and order processing. Previously, KEMSA leased several warehouses across Nairobi due to space limitation forcing operators less efficient due to multiplicity of sites.

The facility is also equipped with a 1.2 million litres underground water tank that supply the entire national complex including a modern waterhouse firefighting system for about a month of regular water supply fails.

OLD WAREHOUSE



KEMSA

KEMSA warehouse process flow

1. Receipt of goods
 Goods are received from suppliers and are checked against the purchase order and invoice. The goods are then stored in the warehouse.

2. Storage
 Goods are stored in the warehouse in a systematic manner. The warehouse is divided into different sections for different types of goods.

3. Picking
 Goods are picked from the warehouse based on the customer order. The picking process is done by the warehouse staff.

4. Packing
 The picked goods are packed in boxes or pallets. The packing process is done by the warehouse staff.

5. Dispatch
 The packed goods are dispatched to the customer. The dispatch process is done by the warehouse staff.

6. Return of goods
 Goods are returned to the warehouse from the customer. The return process is done by the warehouse staff.



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Navigating the Storm: Key Lessons for Government Agencies from KEMSA's Challenges

In the intricate landscape of government agencies, the tale of Kenya Medical Supplies Authority (KEMSA) stands as a compelling case study, rich with lessons that other government entities can glean from. As KEMSA charts a course towards reform after weathering storms of controversy, these lessons serve as a roadmap to avoid pitfalls and chart a path of resilience and success.

Lesson 1:

Vigilance in Procurement Practices

KEMSA's journey underscores the critical importance of vigilance in procurement practices. Drawing inspiration from best practices and adhering to established guidelines can prevent the mismanagement and corruption that have plagued the organization. Government agencies must establish robust procurement processes, including thorough evaluation procedures and clear accountability, to safeguard against future pitfalls.

Lesson 2:

Political Neutrality is Paramount

The specter of political interference looms large over government agencies. KEMSA's experience serves as a stark reminder that political neutrality is paramount for effective functioning. Government entities must resist the temptation of aligning with political interests, ensuring that decisions are driven by the welfare of citizens and the agency's mandate rather than external pressures.

Lesson 3:

Robust Accountability Mechanisms

Accountability is not a mere checkbox; it is a collective responsibility. KEMSA's challenges highlight the need for robust accountability mechanisms that can address issues at all levels of an organization. Government agencies should establish comprehensive oversight, including internal and external audits, transparent reporting structures, and

clear lines of responsibility, ensuring that no corner remains unexplored.

Lesson 4:

Leadership Resilience and Integrity

Leadership sets the tone for an organization's culture. KEMSA's story accentuates the significance of leadership resilience and integrity. Government agencies must provide inspiring leaders who exhibit unwavering dedication to their roles, possess the moral courage to make tough decisions, and lead by example in upholding ethical standards.

Lesson 5:

Technological Transformation

KEMSA's journey towards reform includes embracing technological innovation. Government agencies should leverage technology to enhance efficiency, transparency, and accountability. Integrated digital systems can streamline processes, enable real-time tracking, and facilitate faster intervention, reducing the scope for mismanagement and promoting operational excellence.

Lesson 6: Stakeholder Engagement and Communication

Clear and effective communication is a linchpin in crisis management. KEMSA's experience underscores the importance of open dialogue with stakeholders, including the public, partners, and regulators. Government agencies must prioritize proactive communication, address

concerns transparently, and seek input from relevant parties to build trust and foster cooperation.

Lesson 7:

Proactive Course Correction

Timely course correction can avert disaster. KEMSA's challenges demonstrate the value of proactive measures when navigating turbulent waters. Government agencies must be swift in addressing red flags, conducting thorough investigations, and implementing corrective actions to mitigate potential damage and restore public confidence.

Lesson 8:

Continuous Learning and Adaptation

Adaptability is key to survival. KEMSA's journey from turmoil to reform highlights the necessity for government agencies to embrace continuous learning and adaptation. Agencies should foster a culture of innovation, where lessons from challenges are internalized, processes are refined, and strategies are updated to navigate an ever-evolving landscape.

In the tapestry of government agencies, KEMSA's experience weaves a narrative of resilience, cooperation, and reform. By heeding these crucial lessons, other entities can forge a path of proactive governance, ensuring that challenges become catalysts for positive change rather than stumbling blocks. Let us learn from KEMSA's journey and strive to progress.

USAID TRANSITIONING BACK TO KEMSA

Amidst the historic failure of Kenya's healthcare supply, a tale of collaboration has been quietly unfolding. A collaboration forged in 2021 between the United States Agency for International Development (USAID) and the Government of Kenya (GoK) set the stage for a reimagined future, one where the Kenya Medical Supplies Authority (KEMSA) would emerge as a beacon of reform and resilience. In the wake of a stormy past, this partnership embarked on an audacious mission – to revitalize KEMSA's foundation and rebuild it as a beacon of transparency, accountability, and efficiency. The blueprint for this endeavor, the KEMSA Reform Framework, was meticulously crafted, delineating a series of all-or-none, ranging from operational streamlining to comprehensive reorganization, from distributor selection to equipment control. As the partnership built their collaborative bridge, the blueprint upon which the future was constructed.

From its inception, this relationship was underpinned by a commitment to transparency. Recognizing the need for objective oversight, USAID introduced an independent third-party monitor. This monitor, endorsed by both the Ministry of Health (MoH) and KEMSA, meticulously chronicled the reform journey, bringing candor and an unbiased mirror reflecting the progress made and the gaps that remained. This third-party monitor served as a compass, guiding the way forward for other governments, entities seeking to chart a similar course. As the sun sets on August 2023, the focus of this crucial alliance



USAID
FROM THE AMERICAN PEOPLE

was being in transition, the partners in engagement of USAID with KEMSA is on the horizon, a testament to the partnership's resilience and foresight. This transition is not merely a return, but a reimagining, a testament to the transformative power of a well-orchestrated effort. The shared approach, rooted in wisdom, bridges the collaborative chasm within the KEMSA Reform Framework. Each step was a well-orchestrated action, a cornerstone necessary for others navigating the challenging terrain of reform.

This collaboration's odyssey aimed to beyond KEMSA's precincts. It resonated within the broader realm of health products and technologies (HPT) supply chain reform, underlining the ability of shared accountability, the synergy of transparency among varied stakeholders – governmental bodies, oversight boards, and financial institutions – embodies a collective commitment to universal supply chain resilience, safeguarding the wellbeing of the nation. Amidst this narrative, a symmetrical partnership is evident, pe-

forming the new chapter. USAID brings not just funds, but expertise, capacity building, and technical support, in tandem, the momentum of Kenya, bolstered by the Ministry of Health, embraces the mantle of stewardship, ensuring that the reform's wisdom resonates harmoniously within KEMSA's corridors. This collaboration is a testament to the potency of aligned intent, where roles blend to transform to achieve change.

As the sun sets on August 2023, the collaborative partnership stands as a living testament to dedication, collaboration, and resilience. The journey that laid in 2021 has come full, evidence in the reimagined KEMSA and its resilient reform journey. This unfolding saga, an embodiment of strategic planning and persistent effort, serves as a guiding star for other governments, agencies poised on the cusp of transformation. The journey of Kenya underscores that reform, once embarked, is indeed a noble, becoming those who dare to meet the path of change.

KEMSA's 2023/2024 Annual Stock-take: Enhancing Efficiency and Strengthening Healthcare Delivery

In 2023, the Annual Medical Supplies Authority (AMSA) conducted its highly anticipated 2023/2024 annual stock-take, signifying a pivotal moment for the organization and the nation's healthcare system. By meticulously auditing inventory, the stock-take process brought forth crucial insights that will have a profound impact on AMSA's inventory management efficiency and the overall delivery of healthcare services in Kenya.

The annual stock-take was not merely a requirement to adhere to regulatory standards; it was an opportunity for AMSA to fine-tune its operations, optimize inventory management, and strengthen the foundation on which public health facilities rely for provision of essential medical supplies. Led by Dr. Joseph Njiru, the Acting Chief Executive Officer, AMSA embraced this critical initiative to ensure the stock-take aligns perfectly with national goals.

One of the primary benefits of this stock-take was the establishment of accurate stock-taking data in alignment with government regulations, best practices, and Finance Standard Reporting Procedures (FSRP). This clarity in inventory levels enables AMSA to make data-driven decisions, streamline procurement, track trends, and identify shortages or surpluses of stock. The Authority can now strategize more effectively to meet the healthcare demands of various areas throughout.

Moreover, the stock-take served as a crucial diagnostic exercise, allowing the Directorate Resource Planning (DRP) system capabilities with the physical counts in all regional depots. This synchronization is vital in monitoring the integrity of AMSA's supply chain and identifying discrepancies between systems and actual inventory. By identifying and addressing any variances, AMSA fortifies its internal controls and ensures transparency in its operations.

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The commitment to accuracy at healthcare facilities during the stock-take was reinforced by AMSA's comprehensive emergency support (e.g. local stock). While administrative challenges were temporarily suspended, the authority ensured that essential medical commodities remained available for emergency cases. This dedication to uninterrupted service highlights AMSA's responsibility to the Kenyan healthcare facilities and the people they serve.

KEMSA's successful implementation of this

stock-take process beyond just ensuring medical supplies. It is an opportunity for innovation and growth. Dr. Njiru acknowledged the importance of addressing gaps and weaknesses in procurement, inventory management, and financial reporting. With insights gained from these exercises, AMSA is well-positioned to improve its operational efficiency and effectiveness in meeting healthcare demands.

As KEMSA moves forward with these initiatives, the authority looks forward to a more streamlined and resilient supply chain, enhanced information technology systems, and an improved supply chain management system. AMSA aims to enhance operational efficiency, reduce lead times, and ensure a seamless flow of medical commodities to healthcare facilities.

In conclusion, the 2023/2024 annual stock-take has set a notable mark on KEMSA's journey towards operational excellence in healthcare provision. Through accurate stock-taking data, enhanced reporting, and streamlined processes, the authority is better equipped to serve the healthcare needs of the nation effectively. As KEMSA continues to evolve, its commitment to accuracy, efficiency, and reliability in healthcare remains unwavering, ensuring it is a pivotal player in ensuring Kenya's healthcare landscape and fulfillment of the national health coverage.

WITH AN INVENTORY VALUE OF OVER **KSHS 100 BILLION**, ANNUALY, A PRICE TAG OF 500,000 TONS OF GOODS, PLANNING, BUYING, AND MANAGING LOGISTICS.

IN 2023, THE KEMSA MEDICAL SUPPLIES AUTHORITY (AMSA) CONCLUDED ITS HIGHLY ANTICIPATED **2023/2024 ANNUAL STOCK-TAKE**, SIGNIFYING A PIVOTAL MOMENT FOR THE ORGANIZATION AND THE NATION'S HEALTHCARE SYSTEM.

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Boosting Accountability and Productivity: KEMSA Embraces Performance Contracting

A Transformational Journey to Uphold Ethical Practices and Deliver Quality Healthcare

In the ever-evolving landscape of Kenya's healthcare system, the Kenya Medical Supplies Authority (KEMSA) stands as a pivotal player, entrusted with the task of providing essential medical supplies to healthcare facilities nationwide. But with the weight of responsibility comes the need for enhanced accountability and productivity. Now, KEMSA has set its sights on a transformational journey, embracing performance contracting as a beacon to guide its way forward.

A New Era of Accountability

As the newly appointed board members surge forward, addressing KEMSA's role as the National Supply Chain Director is not just a task, it's a vision. In line with the profession's charge, Acknowledging the challenges faced by the authority, leaders emphasized the urgency of setting the house in order. Aligned with the vision of President William Ruto, Performance contracting, he asserted, is the conduit through which KEMSA will embrace a culture of accountability, transparency, and efficiency.

"The time for business as usual is over, we are going the extra mile to create a world that can be trusted, a world that people will be proud of," Nyakira declared. The goal is clear: to strengthen the foundations of the institution, ensuring it is better served by members and fully the recipient of the Universal Health Coverage (UHC) agenda.

The Experts Leading the Way

The recently formed KEMSA board is delving into the expertise of its members, seeking to harness their knowledge and skills to drive the authority's transformational journey. With an eye on making KEMSA more effective in its service delivery, the newly appointed board members include Professor Kenneth Njiru, former Managing Director, Kenya Health Services, and Dr. John Mbatia, former CEO of the authority who received his acting



CS Health, Andrew Mbatia, and KEMSA Ag. CEO Andrew

CEO, Andrew Mbatia, whose vision and experience are instrumental in charting a new course for KEMSA.

Transparency and Responsiveness Through Technology

One of the cornerstones of KEMSA's transformation is the strategic embrace of information and communication technology. Acting CEO Andrew Mbatia emphasized the authority's commitment to transparency, responsiveness, and accountability, and highlighted the need to invest in technology as a key to achieving these objectives. Leveraging cutting-edge technology in all business processes is set to foster a new era of efficiency and trust within the institution.

A Call to Uphold Professionalism

With a vision to uphold the highest standards of KEMSA and regain public and donor confidence, the authority calls on its staff to uphold professionalism and adhere strictly to the law and established protocols, in the pursuit of delivering critical supplies to

all Kenyans with passion and commitment. KEMSA staff are encouraged to go beyond the call of duty.

A Journey to Excellence

As the sun sets on the past and rises on a new day for KEMSA, the authority embarks on a journey of transformation, powered by performance contracting and a commitment to ethical practices. By prioritizing accountability, transparency, and efficiency, KEMSA aims to become a trusted pillar of Kenya's healthcare system, ensuring quality medical supplies to healthcare facilities across the nation.

In the pursuit of excellence, KEMSA beckons its staff, stakeholders, and partners to join hands and embrace the spirit of change. Together, they pave the way for a healthier, brighter future, where every Kenyan has access to essential medical supplies, and healthcare delivery is fortified with trust, transparency, and unwavering accountability.

Pioneering Equality: How KEMSA's Reforms Uplift Communities



IGDP, Nairobi County and KEMSA Ag (20)

Shaping an Inclusive Healthcare Landscape Through Transformation

In the intricate mosaic of Kenyan society, vulnerable and marginalized groups often find themselves on the fringes of access to essential services, including healthcare. However, a beacon of hope has emerged in the form of the Kenya Medical Supplies Authority (KEMSA) and its sweeping reforms.

These reforms, far from being mere procedural adjustments, hold the promise of transcending barriers and ensuring that the most underserved and marginalized members of the population receive the healthcare they rightfully deserve.

In a country where access to quality healthcare has long been a challenge for

many, KEMSA's reforms take on a transformational hue. These changes, designed to streamline and optimize the procurement, storage, and distribution of medical supplies, have far-reaching implications for vulnerable and marginalized communities.

For those dwelling in remote rural areas, the journey to adequate healthcare is often

tion marked by inconsistent funding. KEMSA's commitment to reform has led the potential to bring this access closer by securing supply routes and ensuring a steady flow of medical commodities, even the most distant health facilities can receive what matters in a timely manner, extending a lifeline to communities that were once left in the shadows.

Marginalized groups, including the elderly, disabled, and chronically disadvantaged, frequently face compounded challenges in accessing healthcare. KEMSA's reforms aim to bridge the distance caregivers, providing them with the tools they need to offer compassionate care. With a reliable supply of medicines and medical equipment, health professionals can cater to the specific needs of marginalized patients, offering them a chance at a healthier life.

The universality of essential medicines and vaccines demands an unwavering commitment to quality. KEMSA's reforms extend a reassuring hand to the delicate demographic, by ensuring a consistent supply of material and critical health commodities, including essential medicines and vaccines. Compliance, which enhances the odds of safe deliveries, and timely responses for vulnerable elderly patients, reflect



COMMUNITY

In the face of health crises, vulnerable groups are often disproportionately affected. KEMSA's reforms integrate into the healthcare system's response to consider the availability of medical supplies at critical junctures can mean the difference between containment and catastrophe, safeguarding the well-being of communities that are most susceptible to outbreaks. KEMSA's reforms are a lifeline and the backbone, by ensuring health facilities and delivering transparency, the reforms pave the way for a health care landscape that serves no one better: the marginalized and vulnerable and no longer sidelined in its care.

they are at the center of a reimagined healthcare system that values their lives and well-being.

In a nation striving for equality and progress, KEMSA's reforms emerge as a beacon of hope for the most vulnerable and marginalized. Beyond the administrative transformations to a polished shell in the corridors of healthcare access, KEMSA's reforms extend their caring hands to those who have long been denied their right to quality healthcare. With each reform, a step is taken toward a future where vulnerability no longer determines one's access to a healthy life.



COMMUNITY



FEDERATION OF KENYA PHARMACEUTICAL MANUFACTURERS



FKPM is the umbrella body through which local pharmaceutical manufacturers articulate and convey their interests to relevant forums regarding policies, regulations, trade and quality. It has 28 members who comprise of local Manufacturing companies for both Human and Veterinary medicines.

VISION OF FKPM

Development of "robust, diversified and competitive manufacturing".

MISSION

To advocate for the strengthening of local pharmaceutical manufacturing of medicines so as to enhance, sustain and expand the market share in Kenya, East African region and beyond medicines.

OBJECTIVES OF FKPM

To promote, protect and regulate the interests of the Manufacturers of pharmaceutical, surgical and medical allied products available in Kenya through, to name but a few:



- Advocating for the strengthening of local pharmaceutical manufacturing of medicines so as to enhance, sustain and expand the market share in Kenya, East African region and beyond medicines.
- Promoting and advocating for policy change that is timely and providing higher incentive for domestic pharmaceutical production.
- Engaging stakeholders and in particular regulatory agencies in the formulation of laws, regulations and guidelines that inform and impact on good manufacturing practices.
- Monitor and protect at all times the interests of the manufacturers of pharmaceutical products in Kenya.
- Promote development of pharmaceutical products in Kenya in consultation with the authorities to meet the needs of the country.
- Project the ethical image of the manufacturers and pharmaceutical products manufactured and marketed in Kenya.
- Encourage the use of locally available raw materials of high quality in manufacture of their products in view of making the manufacturing industry self reliant.
- Ensure availability of locally manufactured products that are affordable and of the right quality and safety.
- Effort to maintain quality as per international GMP standards through continuous improvement.

FKPM POSITIVE IMPACT OF LOCAL PHARMACEUTICAL MANUFACTURING ON ECONOMIC DEVELOPMENT AND PUBLIC HEALTH

a. Medicine prices

- Price cost patterns vary immensely from a product to a product and between manufacturers.
- Two Kenyan studies show that if local products exist, government prices are lower or similar than for imports.
- IZMISA survey data shows that local manufacturers have become more competitive.
- IZMISA works with TKPM closely and publishes advertisements for tender on the local market.
- Kenyan study finds that local trade products are cheaper on average than imports.



- a. Better quality of medicines
 - Quality assurance of local products through regulators is very strict
 - No major difference observed in quality of imports versus locally-made medicines
- b. Higher availability and health security
 - Lead times of local manufacturers
 - If in stock: 1-2 days
 - If raw material in stock: 1-4 weeks
 - If raw material not in stock: 1-2 months
 - Delivery time for imported medicines: 3-3 months
 - Survey: 80% of distributors have used local manufacturers to respond to stock-outs in emergencies
- c. Local adaptation of medicines
 - Adaptations of formulas (e.g. reformulation for rural communities)
 - Adaptation of packaging (e.g. information in Kiswahili)
 - Product development cooperation in international partnerships (e.g. DMK or DMJ)
- d. Revenue exponential growth
 - 2017 total EAC industry revenue: USD 500 million
 - Projected 2027 industry size and market share
 - growth rate of 12% (2014 estimates): USD 1 bn (16.49% market share)
 - growth rate of 15 % (industry estimates): USD 1.3 bn (20.58% share)
 - growth rate of 25.17% (DPMPS report): USD 3.58 bn (56% share)
- e. Employment
 - 2017 employment EAC total: 8560 jobs (29% university graduates)
 - Projections for 2027
 - at 12% growth: 21933 jobs
 - at 15% growth: 34210 jobs
 - at 25.17 % growth: 78824 jobs
 - Annual training of ~200 students and interns
- f. Attraction of investment
 - FDIs registered and schedule since 2010: + USD 330 m
 - Planned investment of local industry until 2025: ~USD 140 m

THE CURRENT FEDERATION MEMBERS ARE:





Developing Future

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VAGHJIYANI ENTERPRISES LIMITED

WHO WE ARE

Civil & General Building Contractors

Vaghjiyani Enterprises Limited (VEL) is one of the leading and fastest growing contractors in Kenya. With specialisation in Civil & General Building Construction work. Under the leadership of qualified & professional directors the success of VEL is attributed to proactively managing change while upholding the values of probity, service and community culture.



BUILDING CONSTRUCTION

TRANSPORTATION



WATER, SANITATION & IRRIGATION



BUSINESS ASIAN

A Building CMO provides and general construction solutions for all types of Commercial & Industrial buildings. The company's real estate expertise spans industrial complexes and multi-story catering the complete range of services including: new and old, structural, HVAC and fitting works. The expertise in multi-phase developments that involve construction of multiple buildings along with support infrastructures, as well as in the development and work orders of Water Towers, Auxiliary buildings, Residential developments, Commercial developments, Institutional developments.

Water, Sanitation & Irrigation Water is essential resource for every city. For over five decades in operation in Kenya's most populated and fastest growing regions for water solutions. From high-tech water treatment plant and associated, Domestic Water treatment plant, transmission and distribution pipelines, Wastewater treatment plants, Sewer networks, irrigation canals & structures.

In Transportation CMO, is a complete transportation infrastructure solution provider, having executed a range of water supply and irrigation water supply structures such as: canals, roads and culvert bridges, water storage works and full scale design services roads. Low volume and high volume Contractor of a low volume bridge & other construction of the various bridges and other structures.