



Simon Hammond for JSI

Resilient Supply Chains Improve Health Outcomes Across the Humanitarian to Development Continuum



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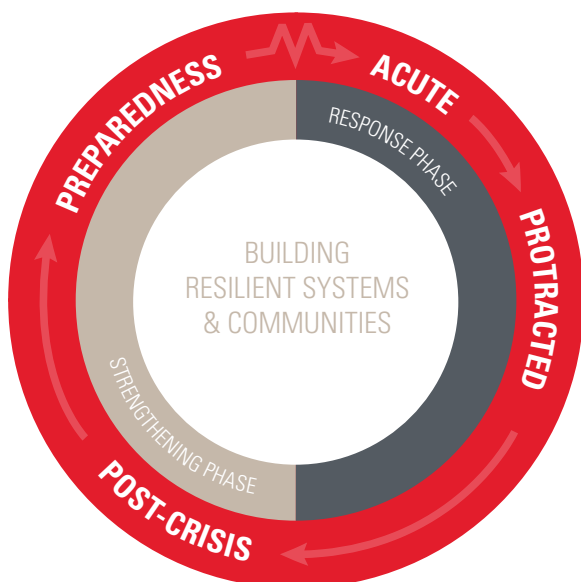
Disasters and emergencies introduce major volatility and demand variability into health care systems, supply chains, and the communities affected by these disruptions. Responding to emergencies with health and supply chain services requires a massive undertaking in surveillance, resource mobilization, service ramp up, and supply stockpiling. Disaster-prepared communities are better insulated from shocks and emergencies, and robust health systems with resilient supply chains help countries respond and recover more rapidly when crisis strikes.

Over the past 40 years, JSI has strengthened health supply chains in more than 30 fragile countries and helped governments, organizations, and communities in the United States and internationally build resilient systems and prepare for emergencies. We work with first responders to transition supply chain systems from immediate relief to recovery and resilience, ensuring that women, children, and men affected by disaster have access to high-quality health supplies. Our work includes key improvements at all stages of emergencies, as well as emergency preparedness.

BUILDING RESILIENT SYSTEMS

Preparing for emergencies and building resilience is vital to keeping health systems operational during crises. In the United States, JSI works with state and local emergency officials to develop plans and skills-based training programs that respond to community needs in times of crisis. JSI helps clients strengthen capacity by designing and conducting hazard risk assessments, disease surveillance, continuity of operations planning, and medical surge and countermeasure dispensing.

Internationally, JSI helps countries and partners build systems that can withstand shocks and respond to surges in demand. Contributing to global guidance, JSI supply chain experts wrote a [Learning Brief on Supply Chain Preparedness for SRH Commodities](#) as part of the Family Planning 2030 [Ready to Save Lives: Sexual and Reproductive Health Care in Emergencies](#) toolkit. The brief outlines key elements of





supply chain preparedness and practical steps that program managers and logisticians can take to build resilience within their supply chains. JSI also contributed with [guidance for creating a continuity of operations plan](#). Under the Reproductive Health for Refugees Project, JSI advocated for policy and funding to support comprehensive reproductive care in emergency situations. In Tanzania, JSI supported government and partners to adapt USAID's Global Health Security Agenda Emergency Supply Chain Playbook, customizing it to the Tanzania context.

With funding from the USAID Bureau for Humanitarian Assistance, JSI is strengthening the capacity of first responders across the globe to manage health supply chains in humanitarian crises. Strong capacity for supply chain management lowers the risk of loss and waste and improves health commodity availability for people affected by emergencies. As guidance for partners, JSI developed a [humanitarian addendum to the existing supply chain manual](#) and a curriculum for health logistics in humanitarian crisis settings. Staff from humanitarian organizations in more than 20 countries have received training and more than 500 people participate in a community of practice for humanitarian logistics.

Since 2018, JSI has supported the United Nations Population Fund (UNFPA) Pacific Sub-Regional Office and Pacific Island Countries and Territories to improve the use of data for program and supply chain management. We help to strengthen and update supply chains to ensure end-to-end visibility and better use of data to reduce supply disruption. JSI developed the dMRA tool, which supports the Minimum Initial Service Package (MISP) Readiness Assessment and combines the questionnaire, prioritization, and action planning processes. The dMRA tool facilitates and captures stakeholder discussions around readiness to coordinate and provide critical services and supplies, and it analyzes preparedness for sexual and reproductive health (SRH) response during an acute or protracted emergency.

Under the MOMENTUM Integrated Health Resilience (MIHR) project, JSI works with local organizations, governments, and humanitarian and development partners to strengthen health resilience and provide high-quality, respectful maternal, newborn, and child health (MNCH) services, as well as family planning and reproductive health (RH) services, in fragile settings. In countries such as Mali, Niger, Sudan, and South Sudan, MIHR helps strengthen supply chain strategies at the last mile to

foster resilience at the lowest health system levels and in communities. JSI's Kenya-based affiliate, InSupply Health, demonstrated how cStock, a mobile solution used to report and resupply health commodities, can be useful in humanitarian and fragile settings ([see video](#)). InSupply implemented cStock in four of Kenya's arid and semi-arid lands (ASALs), where the environment is challenging and populations are remote, hard to reach, and sometimes migratory. By making the cStock system accessible with familiar visuals and voice features, the area's nomadic community health volunteers, who have no special training and sometimes low literacy levels, were able to report stock data to supervisors through their phones, triggering resupply. cStock captures logistics data offline and submits it when internet access is available. After introducing cStock, the four ASALs saw a steady increase in reporting rates of stock data, which allows health supply chain managers to prevent stockouts of medicines and other health supplies.



RESPONDING TO ACUTE EMERGENCIES

JSI helps countries around the world respond to infectious disease outbreaks and pandemic threats by managing end-to-end supply chain activities. We work on multiple global and local efforts to mitigate the COVID-19 pandemic, including an assessment to identify how supply chains helped ensure continuity of SRH products and services during the pandemic. The work resulted in a [roadmap for action](#) to help stakeholders systematically strengthen end-to-end supply chains for SRH products.

Through the USAID | DELIVER PROJECT, JSI managed USAID's international avian influenza stockpile and distributed personal protective equipment, laboratory testing supplies, and other commodities to over 100 countries experiencing or at-risk of infectious disease outbreaks, preparing them for emergency response. We complemented global efforts with in-country technical assistance to assess and strengthen local systems' ability to deliver those products.

During the Ebola outbreak in Liberia, JSI provided last mile distribution of personal protection equipment and other medical supplies to over 98 percent of health facilities in the entire country every month. With an urgent need for reliable data on consumption of infection prevention control (IPC) commodities, JSI developed a rapid data collection method to sample consumption rates for the most critical IPC commodities, which helped to prevent stockouts.





SYSTEM STRENGTHENING IN PROTRACTED SETTINGS

Over the past 10 years, JSI has collaborated with the UNFPA to improve supply chains for reproductive health commodities in nearly 20 conflict and post-conflict countries in sub-Saharan Africa and the Caribbean. JSI helped UNFPA improve forecasting, planning, and inventory management efforts to respond to demand for emergency reproductive health kits and health products, ensuring a more agile, predictive global supply chain. We conducted a global review of RH commodity supply chains in emergency settings and [developed a forecasting tool](#) for emergency RH kits to calculate costs and unmet need. JSI also assists UNFPA in transitioning supply chains from the acute to the protracted phase. We have done this in Cox Bazar, the Rohingya refugee camp in Bangladesh, as well as in Iraq, Jordan, Kenya, Sierra Leone, and Yemen.

JSI frequently works in fragile and disaster settings to support first responders and assist public health programs and communities. In South Sudan's, where the public health system was severely debilitated due to civil war and political instability, JSI, under the USAID | DELIVER PROJECT, worked with the Government of South Sudan and implementing partners to procure and distribute essential medicines, antimalarial drugs, and other critical supplies. The project contracted the World Food Program to airlift supplies to county health departments in remote and unstable areas and delivered more than 280,000 cartons of supplies to 1,400 facilities across ten states.

After the earthquake in Nepal in 2015, JSI worked with the Ministry of Health and other partners to create a community-based logistics and distribution system, ensuring RH commodities and access to critical health services for women and newborns, including misoprostol to reduce maternal hemorrhaging and chlorhexidine to prevent neonatal sepsis after birth. Our teams operated in temporary shelters and JSI re-deployed staff to distribute 58,500 chlorhexidine gel tubes to aid organizations in the hardest hit districts.

At the request of the United Nations High Commissioner for Refugees and the Ethiopian Administration for Refugee and Returnee Affairs, JSI developed and deployed an automated inventory management system to 750 public-sector health centers and hospitals. The system improves medicine management, stock visibility, and ultimately service delivery for nearly 900,000 refugees living in 24 camps.

Through the USAID-supported Systems, Health, and Resiliency Project (SHARP), JSI strengthens the health system and improves priority health services in three governorates in Yemen with an emphasis on reproductive, maternal, newborn, child health, and nutrition. JSI and its partners supported over 1.2 million Yemenis through 1,412 project-trained health workers in 90 health facilities. SHARP coordinates with partners to identify and solve challenges in health service delivery and commodity management. By assessing facility service and logistics capacity and engaging with communities to understand their interests and concerns, the project aims to better equip integrated health teams to improve the quality of services and supply availability to increase trust in a more responsive health system.