County Government of Homa Bay



HOMA BAY COUNTY HEALTH PRODUCTS & TECHNOLOGIES ADVOCACY NETWORK

Advocacy Strategy | 2022-2025

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BACKGROUND

Homa Bay County health products and technologies advocacy network is a partnership of Civil Society Organizations and the county health stakeholders working to advocate for consistent and adequate supply of health products and technologies to public health facilities in Homa Bay County.

It comprises **Homa Bay County Health Department** and various grassroots organizations drawn from across the county. The network was established in 2022.

PURPOSE OF THE STRATEGY

This strategy is the blueprint of our advocacy work. It guides the advocacy network on how to go about advocacy to improve health commodities stock status in the public health facilities in Homa Bay County. It outlines:

- Strategic objectives of our advocacy work.
- Who to target with the advocacy interventions per strategic objective?
- Who can influence the target audiences to make change?
- What messages and call to action do we want to pass to the target audiences?
- The communication channels and tools to use in advocacy
- Which other stakeholders do we need to involve in the advocacy work and why?
- How we implement and track the advocacy interventions to bring about the desired results.

THE CONTEXT ANALYSIS

Population and facility distribution

Homa Bay County is home to an estimated population of about 1.2million people (Census, 2019). It is divided into 40 administrative wards and 8 constituencies. The estimated number of women of childbearing age (15-49 years) is 296,631 women while children under the age of 5 years is estimated at 170,692. The total number of public health facilities is 207. These are categorised as level four (14), level three (58) and level two (135), (AWP 2022/23). In every 10 health facilities, only 3 have adequate commodity storage facilities. The majority that do not have storage facilities experience lots of expiries, damage and even pilferage.

County investments in health products and technologies (HPTs)

Category of Commodities	FY 2021/2022 (Kshs)	FY 2023/2023 (Kshs)
Essential Medicines	961,753,082	1,048,310,859.38
General Medical Supplies	525,296,006	572,572,646.54
Essential Diagnostic Supplies	208,292,259	227,038,562.31
Nutrition Supplies	293,632,231	320,059,131.79
Radiological Supplies	10,316,458	11,244,939.22
Dental Unit	648,350	706,701.50
Eye Unit	35,675,798	38,886,619.82
Renal Unit	12,038,580	13,122,052.20
Environmental Health Commodities	4,395,000	4,790,550
Totals	**2,052,047,764**	**2,236,732,063**

Table 1: Projected HPTs needs

Year	Orders	Payments	Difference
2016	83,219,337.94	91,161,730.39	-7,942,392.45
2017	192,187,112.79	78,000,000	114,187,112.79
2018	60,384,742.28	170,872,054.88	-110,487,312.60
2019	186,616,125.76	115,264,217	72,351,908.76
2020	12,482,498.90	66676586	-54,194,087.10
2021	87,765,041.62	60,000,000	27,765,041.62
2022	60,370,247	40,000,000	20,370,247

Table 2: County Expenditure on drugs

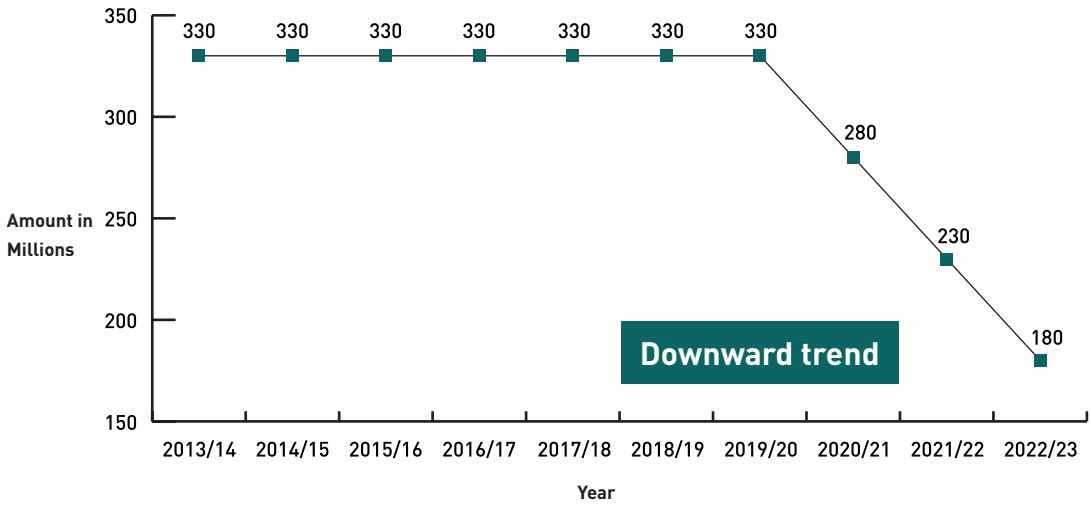


Figure 1: Commodity allocation trends

There is persistent stock out of health products and technologies in the health facilities across the county. Evidence shows that what the county orders from time to time is not what is paid for and that the County investment in commodities (kes 180M) does not match the needs (KES 2.2B). Despite the low allocation, evidence reveals that the allocated amount is not 100% spent on the annual budget.

Only kes 60m was spent on drugs (***essential medicine and general medical supplies***) despite allocating kes 230m in FY 2021/22. A larger percentage of the payments made to KEMSA go into paying pending bills. This explains the delay in delivering the commodities to the facilities despite timely ordering.

Staff establishment and gaps

Pharmaceutical personnel are a key pillar to proper and efficient management of HPTS. The county government of Homa Bay has employed only 76 pharmaceutical personnel in public health facilities in Homa Bay County. These include 10 pharmacists and 66 pharmaceutical technologists. The county is short of additional 200 pharmaceutical personnel for effective and efficient management of health products and technologies (*County Pharmacist*).

Rationale for strategy

Health products and technologies is one of the building blocks for the health sector without which health care delivery is crippled. Client satisfaction relies heavily on availability of HPTs and health is incomplete without HPTs. Given the frequent stock outs of HPTs in the county quality health care is not being provided leading to poor health outcomes.

This calls for better strategies to ensure continuous supply of HPTs in the county to support quality health care delivery. **Amref Health Africa in Kenya** conducted an assessment on commodity stock-out issues and observed that there is a need to develop an advocacy strategy for the ***Uzazi Salama*** Project to help prioritize and monitor management of health commodities at county level.

This was further justified by the findings of the community scorecard (CSC) that was conducted by Integrated Development Facility (a CSO working in Homa Bay County) in Nyagoro health facility and Kabondo sub-county hospital that flagged persistent unavailability of essential commodities as a major hindrance to access to universal health care services.

Advocacy Accelerator (AAC) tailored a training for the ***Uzazi Salama*** Project supported stakeholders that included the county/sub-county pharmacists, select CSOs and NGOs working with county department and supported them to develop an advocacy strategy. This was achieved through a three-day in-person capacity strengthening workshop, where the participants were supported to conduct a Landscape and SWOT analysis for commodity management at the county level as well as to develop an advocacy strategy that responds to the gaps identified during the process.

ADVOCACY GOAL AND OBJECTIVES

Our goal is to advocate for consistent and adequate availability of health products and technologies in public health facilities in Homa Bay County. To ensure commodity security in the facilities, the county must allocate and spend adequate resources on commodities.

In addition, there should be adequate personnel to optimally manage the commodities, adequate storage facilities to avoid pilferage, damage and wastage, and strong legal backing to lay structures and systems for supply chain management. These are still suboptimal.

This background prompted the advocacy network to set advocacy objectives to be fulfilled within 3 years. The objectives include:

1. To advocate for increased budget allocation from 9% to 30%, timely release and expenditure from 50% to 100% of funds on health products and technologies in Homa Bay county by June 2023.
2. To advocate for employment and rational distribution of pharmaceutical personnel in level 3 and above facilities by June 2023.
3. To advocate for improved storage and management of health products and technologies in all public health facilities in Homa Bay County by June 2024.
4. To ensure that health products and Technologies Unit is anchored in the Homa Bay County health Act by December 2023.
5. To advocate for establishment of functional Health Products and Technologies management system in Homa Bay County by June 2023.

THE NETWORK'S SWOT ANALYSIS

STRENGTHS

- Good understanding of devolution systems.
- Willingness of partners to support and participate in advocacy interventions.
- Support by the department of health.
- Clear community engagement structures.

WEAKNESSES

- No formal leadership and governance structure.
- Inadequate skills and knowledge on advocacy.
- Lack of financial support for advocacy.

OPPORTUNITIES

- Existence of budget line for commodities.
- Existence of allies in the county government.
- There is a new county government that has been formed.
- Existence of supportive policies and legislations such as County Health Act.
- Existence of partners who support both service delivery and supply chain interventions.

THREATS

- Perception that advocacy is antagonism/ activism.
- Political interference.
- Change in regime and their view of advocacy.
- Centralization of funds at the treasury.
- Corruption.
- Competing partner interests.

OUR ADVOCACY APPROACHES

For every advocacy objective, this section details the target decision makers and why they are important for our advocacy issue. Once the target audience have been identified, we outline the information we want to pass to them. This is backed by evidence and propose what we want them to do. Lastly, it details the medium through which we will reach the decision makers and the tools we will use to pass the advocacy message.

Objective1: To advocate for increased budget allocation from 9% to 30%, timely release and expenditure from 50% to 100% of funds on health products and technologies in Homa Bay county by June 2023

Target audience	Why do they matter	What we want them to know	Key message/ask	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
Health Sector Working Group	Reviews the second generation CIDP and propose investments in the 3rd generation CIDP. Prepares the budget estimates of the health department on annual basis.	There is persistent shortage of health products and technologies in public health facilities due to huge debts owed to KEMSA. The current allocation to health products and technologies FY 2022/23 is only 9% of the total health budget. This is very low compared to the county commodities need. Only about less than ¼ of the allocated funds is spent on health products and technologies annually. The county loses revenue annually by not stocking facilities with essential commodities.	Allocate at least 30% of county health budget to health products and technologies in the programme-based budget estimates.	Public participation forums Physical meetings Social media campaigns TV and Radio shows Twitter campaign Emails	Audio visuals Memos Infographics Fact sheets Evidence briefs Scorecards Letters

Target audience	Why do they matter	What we want them to know	Key message/ask	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
County Director of Budget/ CECM Finance/ Chief officer finance and planning	Generate county budget estimates for approval by the county executive committee. Release approved budgets to all departments.	There is persistent shortage of health products and technologies in public health facilities due to huge debts owed to KEMSA. The current allocation to health products and technologies FY 2022/23 is only 9% of the total health budget. This is very low compared to the county commodities need. Only about less than ¼ of the allocated funds is spent on health products and technologies annually. The county loses revenue annually by not stocking facilities with essential commodities.	Ensure timely release of funds and payment to medical suppliers for timely deliveries of the health products and technologies in the right quantities to the public health facilities.	Public participation forums Physical meetings Social media campaigns TV and Radio shows Twitter campaign Emails	Audio visuals Memos Infographics Fact sheets Evidence briefs Scorecards Letters
County Assembly Health Committee County assembly budget and appropriation committee	Scrutinize and approve the county and health sector budget proposal and priorities		Allocate at least 30% of health budget to health products and technologies Approve legislations/policy/ regulations to ring-fence the budgets dedicated to health products and technologies.		
County Budget Economic Forum	Makes budget decisions		Approve at least 30% budget allocation to health products and technologies to ensure commodity security in the public health facilities		

Objective 2: To advocate for employment and rational distribution of pharmaceutical personnel in level 3 and above facilities by June 2023

Target audience	Why do they matter	What we want them to know	Call to action	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
CDH SCMOH/ CEO CRH	Manage county/ sub county and facility health staff distribution hence understand the staffing need.	Proper management of HPTs requires skilled personnel (*Pharmaceutical personnel*). Currently only 76 pharmaceutical personnel exist in the county. The level 3 and above facilities require additional 200 pharmaceutical personnel to efficiently manage health products and technologies. Employing more pharmaceutical personnel will ensure appropriate redistribution of commodities and minimize expires.	Propose to the public service board to employ at least 200 pharmaceutical personnel in the next financial year	Public participation forums Physical meetings Twitter campaign Emails	Audio visuals Memos Infographics Fact sheets Evidence briefs Letters
HR Health Department	Conduct needs assessment of pharmaceutical staff and deploy rationally. Prepares schedule of proposed additional staff per cadre.		Propose to the county service board for employment of at least 200 additional pharmaceutical personnel in Financial Year 2023/24.		
County Director HR	Conduct needs assessment of pharmaceutical staff in the county and advise CPSB to employ.		Advise the board to employ additional 200 pharmaceutical personnel.		

Target audience	Why do they matter	What we want them to know	Call to action	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
Chief Officer of Health/ sector working group	Prepares the Budget to include employment and renumeration of pharmaceutical personnel as the departmental accounting officer.	Proper management of HPTs requires skilled personnel (*Pharmaceutical personnel*). Currently only 76 pharmaceutical personnel exist in the county. The level 3 and above facilities require additional 200 pharmaceutical personnel to efficiently manage health products and technologies. Employing more pharmaceutical personnel will ensure appropriate redistribution of commodities and minimize expires.	Propose budget for employment of additional 200 pharmaceutical personnel in financial year 2023/24 budget estimates.	Public participation forums Physical meetings Twitter campaign Emails	Audio visuals Memos Infographics Fact sheets Evidence briefs Letters
Chairperson PSB/ public service board	Employ county personnel for all cadres.		Cause the advertisement of additional 200 pharmaceutical personnel to be employed in the financial year 2023/24.		
County assembly budget and appropriation committee	Review proposed budgets by the executive and propose necessary changes to the floor of the house for approval.		Approve the proposed budget to employ additional pharmaceutical personnel in the FY 2023/24		

Objective 3: To advocate for improved storage and management of health products and technologies in all public health facilities in Homa Bay County by June 2024

Target audience	Why do they matter	What we want them to know	Key message/ask	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
Heath Facility in charges/ facility management boards and teams	They manage facility level budgets hence decide where to invest the facility resources.	About 75% of public health facilities (155 out of 207) do not have health products and technologies storage facilities. Facilities without proper storage space risk losing commodities and revenue due to wastage, damage, and potential pilferage. Proper storage of health products and technologies contributes to reduced artificial shortage and increased revenue raising.	Prioritize renovation/ establishment of storage facilities in facility Annual Work Plan	Community dialogue forums Sector working group meetings Public participation forums One-on-one meetings	Evidence briefs Memos Fact sheets
Chief Officer of Health/ health sector working group	Being the accounting officer of health department, s/he will be interested in the security and accountability of all the HPTs		Ensure health budgets FY 2023/24 include allocation for establishment of at least 155 storage facilities in the public health facilities.		
Ward Administrators	Oversee development projects in the ward hence can influence prioritization of improvement of storage facilities for HTPs		Prioritize establishment of HPT storage facilities in the ward development projects		

Objective 4: To advocate for inclusion of health products and Technologies Unit in the Homa Bay County health Act by December 2023

Target audience	Why do they matter	What we want them to know	Key message/ask	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
County executive committee	Responsible for initiating and implementing relevant policies in the county.	Rampant stockouts of HPTs is resulting in poor healthcare outcomes.	Propose a bill to the county assembly for amendment of the current health Act to include establishment of health products and technologies Unit.	Public participation forums Physical meetings Social media campaigns. TV and Radio shows. Twitter campaign Emails	Audio visuals Memos Infographics Fact sheets Evidence briefs Scorecards Letters
Members of the County Assembly	The body is responsible for passing of Acts in the county.	A functional HPTU will ensure a better, more efficient coordinated supply chain system for all HPTs There is no legal foundation on which HPTU can be established	Amend the current county health Act to incorporate establishment of Health Products and Technologies Unit.		

Objective 5: To advocate for establishment of functional Health Products and Technologies management system in Homa Bay County by June 2023

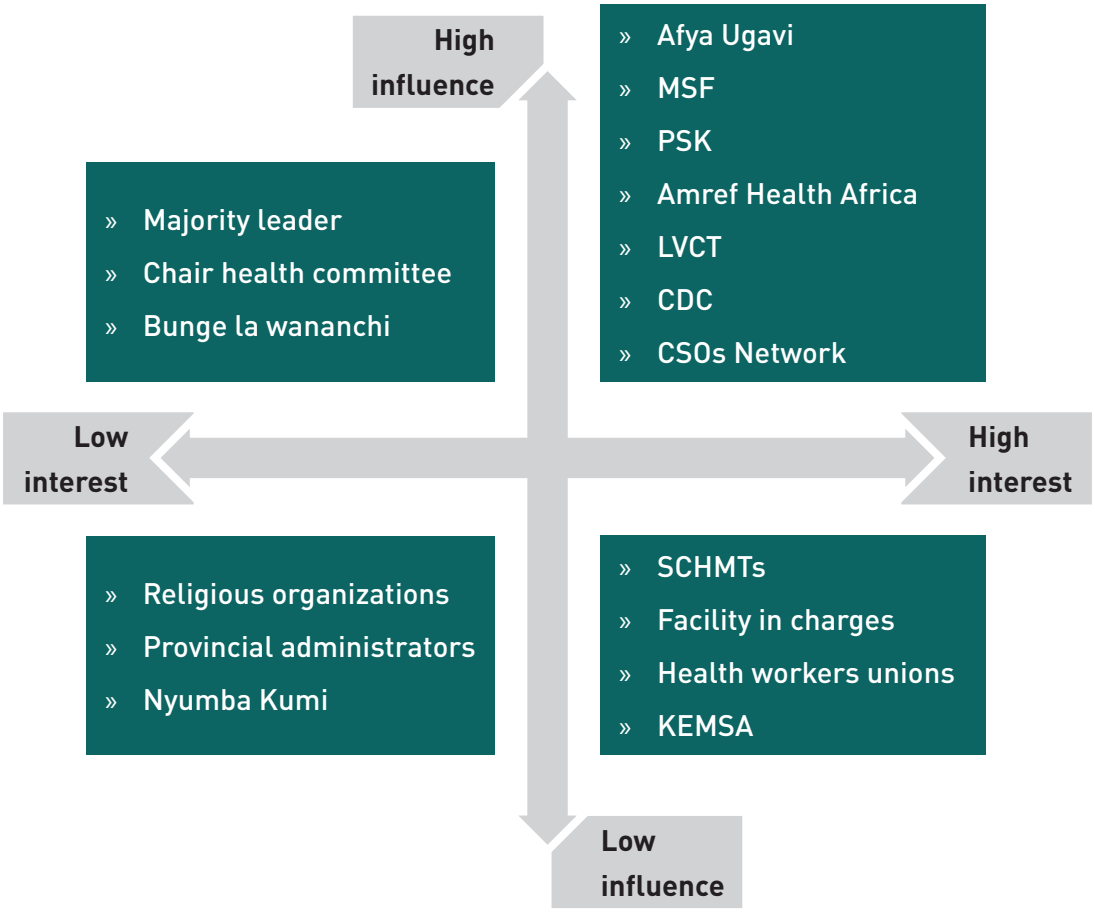
Target audience	Why do they matter	What we want them to know	Key message/ask	Communication Methods	
				Channel/ platforms of engagement	Advocacy tools
Chief Officer of Health County Director of health	Is responsible for availability and rational use of health products and technologies	The health department lacks a centralized HPTs information management system to track commodities management. Consequently, the county is experiencing losses through expiries and irrational distribution of HPTs, hence loss of revenue. There are interoperable management systems piloted in various health facilities in the county which if streamlined can result in a robust HPTs management system for the county.	Dedicate budget for establishment of centralized HPTs management system that gives visibility of the stock status at all levels to eliminate unnecessary wastages of commodities and loss of revenue.	Public participation forums Physical meetings Social media campaigns. Twitter campaign Emails	Audio visuals Memos Infographics Fact sheets Evidence briefs Scorecards Letters
County ICT Department	Ensure security and maintenance of the server.		Provide technical support, approval, and development of the system		
County Assembly Health/ Budget committees	Part of team that discusses and approves budgets at assembly		Approve increased allocation of funds for the establishment and maintenance of a robust integrated HPTs management system in all the public health facilities		

INFLUENCERS

Target Audience	Influencers	Level of influence	Level of support
Health Sector Working Group	County Pharmacist	**High**	**High**
County Director of Budget/ CECM Finance/ Chief Officer, Finance and Planning	County Secretary	**High**	**High**
County Assembly Health Committee	Chairperson of the committee	**High**	**High**
County Assembly budget and appropriation committee	Leader of majority	**High**	**High**
County Budget Economic Forum	CSO Representative in the CBEF	**High**	**Low**
HR Health Department	County Director for Health	**High**	**High**
County Director HR	County secretary	**High**	**Low**
Chairperson PSB/ public service board	County Human Resource	**High**	**Low**
Heath Facility in charges/ facility management boards and teams	SC MoH	**High**	**High**
Ward Administrators	Opinion leaders Area MCAs	**High**	**High**
County Executive Committee	CEC Health	**High**	**High**
County Director of ICT	County Director for Health	**High**	**High**

MAPPING STAKEHOLDERS/ ALLIES TO WORK WITH

These are other stakeholders with whom we will collaborate to support our advocacy work. The analysis reveals their perceived level of influence and interest in the issue. This analysis helps us to know what kind of message to pass to the stakeholders to support and influence decisions.



IMPLEMENTATION AND MONITORING THE ADVOCACY WORK

We have set key milestones to achieving our ultimate results against each objective. We propose key activities to help us achieve results against the milestones. The cost of implementing each activity is also estimated to guide implementation. These will be detailed in our costed work plan. We have come up with our advocacy commitment tracker. This will help us know how we are progressing towards achieving advocacy milestones and ultimately the desired results.

Result Framework

Objectives	Milestones - December 2022	Milestones - December 2023	Milestones - December 2024	Means of verification
To advocate for increased allocation from 9% to 30%, timely release and expenditure of funds on HPTs in Homa Bay County by June 2023	1.1 Evidence of increased release and expenditure of HPTs funds (FY 2022/23)	Evidence of Increased budget allocation to HPTs from the baseline (9%)	Health products and technologies allocated at least 30% of the county health budget.	Third generation CIDP Approved programme-based budgets Quarterly expenditure review reports County fiscal strategy paper Reports from facility assessment.
	1.2 Evidence of Prioritization of HPTs in the third generation CIDP 2022-2027	Increase in release and expenditure HPTs funds from the previous year.	100% release and expenditure of allocated funds on health products and technologies	
	1.3 Evidence of improved stock status of the HPTs in the public health facilities from the baseline.	Evidence of improved stock status of the HPTs in the public health facilities from the previous year.	All public health facilities experience at least minimum months of stock of essential commodities.	

To advocate for employment and rational distribution of pharmaceutical personnel in level 3 and above facilities to man the HPTs by June 2023	2.1 County recruitment schedule includes pharmaceutical personnel.	Budget dedicated for employment of additional pharmaceutical personnel.	Evidence of additional pharmaceutical personnel recruited	Recruitment schedule. Approved Programme based budgets Staff establishment.
To advocate for improved storage facilities for HPTs in all public health facilities by June 2024.	Evidence of prioritization of storage facilities in the ADP FY 2023/24.	Evidence of budget allocation for renovation/ establishment of storage facilities in the public health facilities. Evidence of prioritization of storage facilities in the facility costed AWPs 2023/24	Evidence of increased number of public health facilities with functional commodities storge facilities from the baseline.	Annual development plans Annual Work Plans Reports from facility assessments Approved Programme based budgets
To advocate of inclusion of health products and Technologies Unit in the Homa Bay County health Act by December 2023	A bill drafted for amendment of the health Act.	Amendment bill discussed and passed in the county assembly.	Amended bill ascended to into an Act	Amendment bill Amended Health Act

To advocate for establishment of functional HPTs tracking system by June 2023	System establishment included in the ADP 2023/24	Budget dedicated for establishment of the system in the FY 2023/24	System established for tracking the commodities management.	Annual development plans Approved budget Commodity tracking system.

Advocacy commitment tracking tool

No.	Advocacy forum/ platform (Where the commitment was made)	Commitments	Date commitment was made	Decision Maker (Person to act on the commitment)	Timeline (When is the commitment full implementation due)	Person Responsible from the Advocacy team (Who leads the follow up on the commitments)	Implementation status		Next steps (What are the follow-up actions that the coalition will take?) Which of the follow up actions need budget and indicate if you will include them in the work plan during monthly review
							Follow-up (Done, Not done, partially done)	(Document the achievements made on the implementation/ milestones made)	

ACKNOWLEDGEMENTS

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