



Ipsos Public Affairs

The Social Research and Corporate Reputation Specialists

Client Satisfaction Survey

Wave II 2013 Report

Prepared for: National Medical Stores

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Executive Summary

The study was carried out in all the NMS regions (Kampala, Gulu, Mbale, Hoima, Kabarole, Mbarara and Soroti) in selected health facilities at all levels. The key informants interviewed in each of the health facilities were the staff who deal directly with NMS at all levels. This introduced another category of the Drug Monitoring Unit as respondents brought on board to be part of the team evaluated to seek their insights in the supply system of NMS.

Like the baseline study of 2012, the current survey adopted a quantitative method of data collection using a structured questionnaire administered among 1032 respondents from the selected health facilities

The survey revealed that that the overall Client satisfaction improved to 82% in 2013/2014 from 77% in wave 1 2011/2012. This was attributed to the many improvements NMS has put in place that has left the facilities blissful with the service delivery.

NMS is delivering on its mission as majority of the customers (**95%**) rated it favorably regarding making its services Simpler, Better and Faster. This was backed up by the Significant positive changes in satisfaction observed for Information systems, storage facilities and quality control systems.

The study revealed that the National Referral Hospitals have the highest satisfaction levels hence more satisfied. NMS staff was above the average at 55% in providing excellent services when it came to service deliveries to the clients.

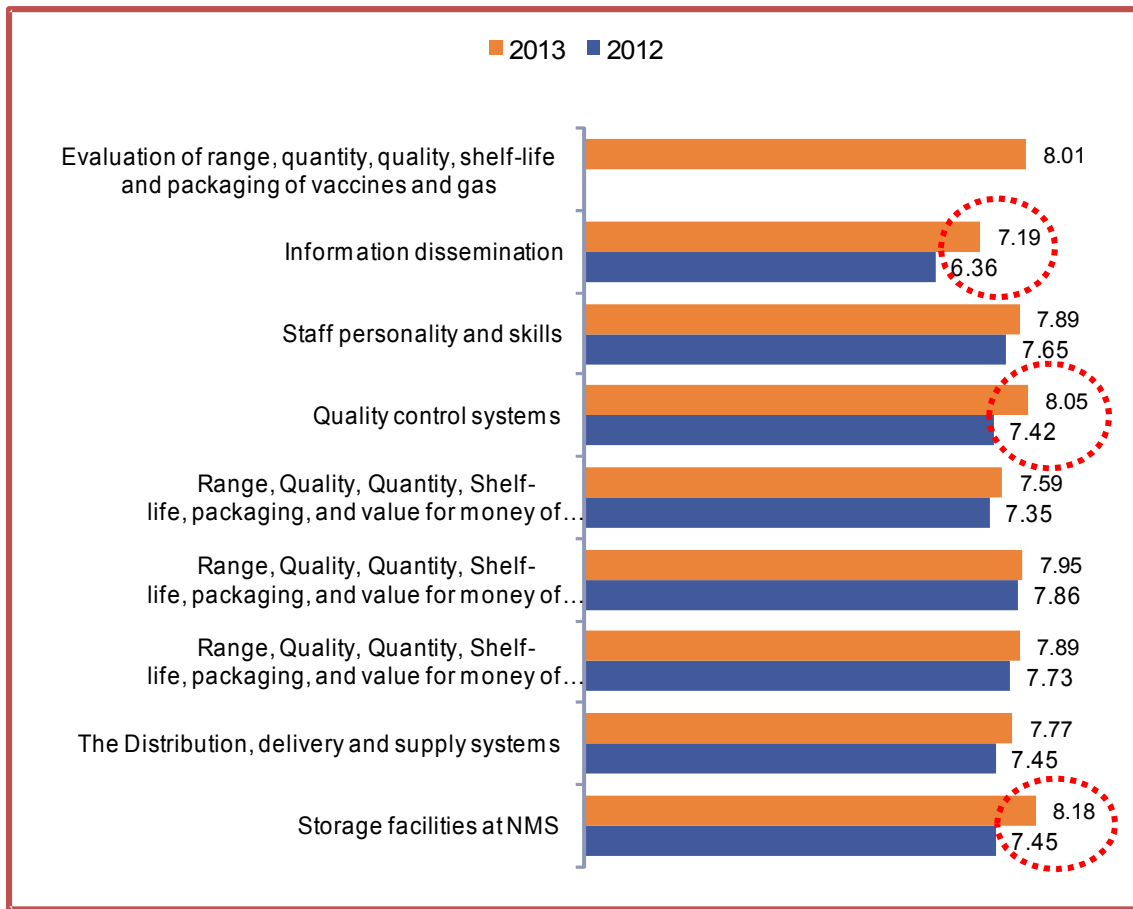
However, a few clients 21% had contacted NMS in the 3 months prior to the study with majority (61%) contacting the regional offices in regards to complaints handling. This left a gap to create space for its clients to visit their premises for any occasion.

NMS has improved greatly on the Information dissemination to (67%) since 2012 as perceived by the clients. On this 'Delivery schedules' was the most commonly received information from NMS in the 6 months prior to the study mainly from DHOs and NMS information materials

Recommendations

The report suggests Information dissemination and complaints management are priority areas for improvement, Telephone calls and emails are the most preferred channels for communication for the clients that NMS should adopt, Increased outreach in regards to training health facility staff needs to be considered and adherence to the desired or indicated orders submitted by health facilities.

Figure 1: Attributes where NMS has remarkably improved



Overall there was an improved rating of the overall services provided by NMS with significant positive changes observed for Information systems, storage facilities and quality control systems

1.0 Introduction

1.1 Background

National Medical Stores is a body in Uganda that distributes medicines, and other medical supplies to all government facilities in Uganda. NMS has a vision to serve “a Population with Adequate & Accessible Quality Medicines & Medical Supplies.” NMS has a mission to “To Effectively & Efficiently supply Essential Medicines & Medical Supplies to Public Health Facilities in Uganda.”

As a way to monitor its efficiency in distribution of the supplies, NMS introduced the annual Customer Satisfaction Surveys which help in gauging its clients’ perceptions towards the services received. The findings of these series of surveys are meant to set a benchmark upon which customer satisfaction with NMS products and services can be measured. In addition, the findings will be used to generate action points to improve customer satisfaction. The first wave of the Client Customer Satisfaction survey was conducted in 2012.

Similar to the wave in 2012, NMS commissioned Ipsos Limited to conduct the second wave in 2013/2014. This second phase of the Establishment wave was a follow-up to the baseline of the same conducted in 2011/2012.

Objectives of the study

- i. To determine areas of service delivery that NMS clients find important by segments and overall
- ii. Rate the relative level of importance attached to customers on the identified areas of service delivery by segment and overall
- iii. Compare current results with the FY2011/12 CSS baseline to establish the progress NMS is making towards achieving customer Satisfaction
- iv. Based on findings, give NMS management clear recommendations to improve service delivery

1.2 Survey methodology

Similar to the first wave, the study adopted a quantitative method of data collection which involved conducting face-to-face interviews by administering a semi structured questionnaire amongst the selected respondents at the different health facility levels.

Area of coverage: The study was conducted in all the NMS demarcated regions which are Kampala, Gulu, Hoima, Mbarara, Mbale, Soroti and Kabarole and West Nile. The sample sizes for all the health facilities were proportionately in each region and district.

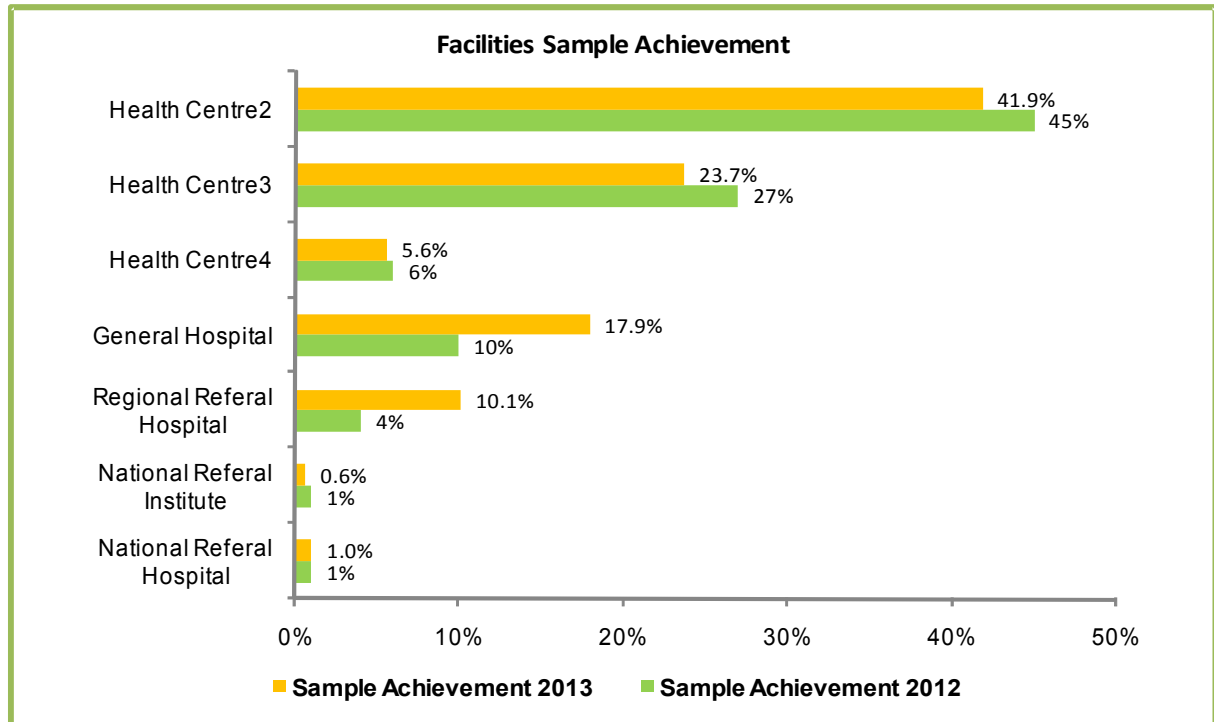
Table 1: Type of facilities and respondents interviewed

Health facility level	Total Number of Interview per Health Facility / Respondent Category	Proposed designation of Key Informant
National Referral hospital	Expected 8	Director, Deputy Executive Director, 4 Clinical heads , supplies officer
National Referral Institute	Expected 8	Director, Pharmacy and Supplies officer
Regional Referral hospitals	Expected 7	Director, Pharmacy and Supplies officer
General hospital	4 Key Informants per facility	Director, Pharmacy and Supplies officer
Health Centre 4	2 Key Informant per facility	Facility in-charge and stores assistant
Health Centre 3	1 Key Informant per facility	Facility in-charge
Health Centre 2	1 Key Informant per facility	Facility in-charge
District Health Officers		
Chief Administrative Officers		
Drug Monitoring unit		Director, Deputy Director, Pharmacist
Residential District commissioners		

1.3 Sample achieved

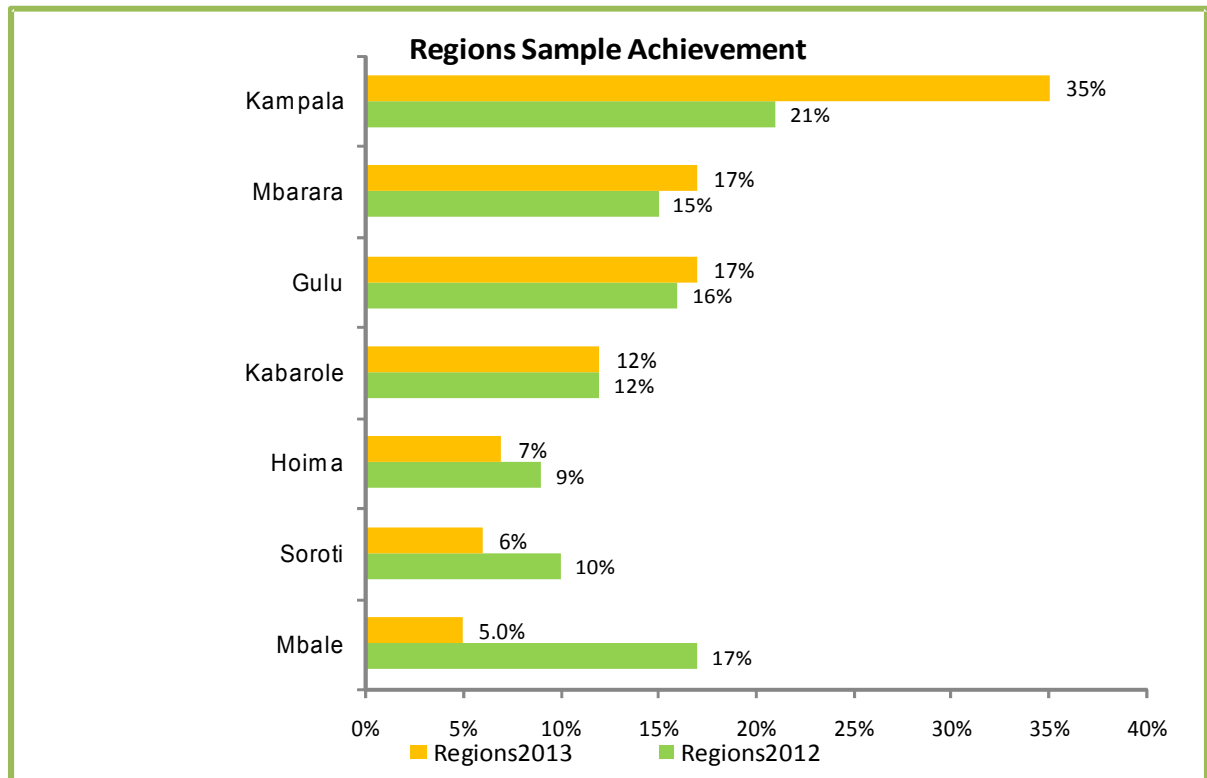
Interviews conducted during the 2013 wave were slightly higher than those conducted during the 2012 wave. 1032 interviews were conducted in 2013 while 891 were conducted in 2012.

Figure 2: Samples achieved



Base Wave 2012=891
Base Wave 2013 =1032

Figure 3: Regional sample achieved



Base Wave 2012 =891
Base Wave 2013 =1032

During the 2013 wave, RDCs, CAO and the Drug Monitoring Unit Team (DMU) were also interviewed. These were not interviewed during the 2012 wave.

1.4 Key Survey Findings

1.4.1 Explanation of findings

- The report presents findings of attributes rated on the current level of satisfaction against the level of importance attached to each attribute.
- Parameters were measured on 10 point scales where 1 was the least score and 10 the highest.
- Satisfaction gaps were determined by the difference between importance and satisfaction levels of the attribute in question.
- The survey presents overall means for each attribute measured and later broken down into levels of importance and satisfaction by segments.

1.4.2 Similar to 2012, the factors measured in 2013 were;

- Storage facilities at NMS
- The Distribution, delivery and supply systems

- Range, Quality, Quantity, Shelf-life, packaging, and value for money of commodities stocked and supplied
- Quality control systems
- Staff personality and skills
- Information dissemination
- Complaints management
- Trainings conducted
- Evaluation of range, quantity, quality, shelf-life and packaging of vaccines and gas (this factor was not captured in 2012).

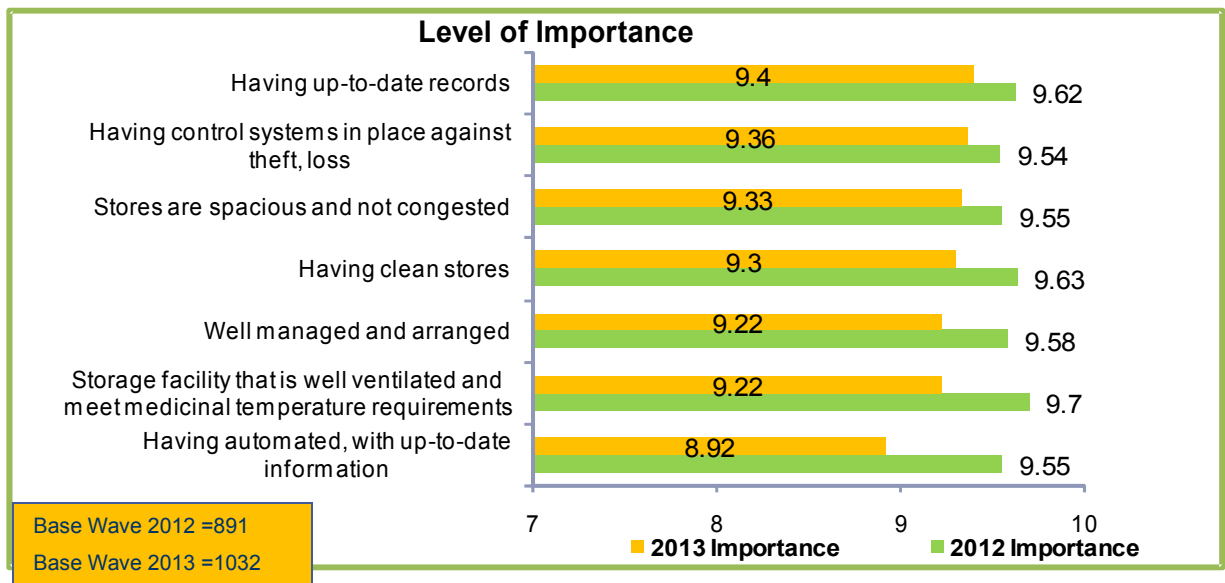
Note: Cold-chain assessment was not evaluated

2.0 Evaluation Of Storage Facilities

2.1 Level of importance and Satisfaction of Storage Facilities for Medical Supplies.

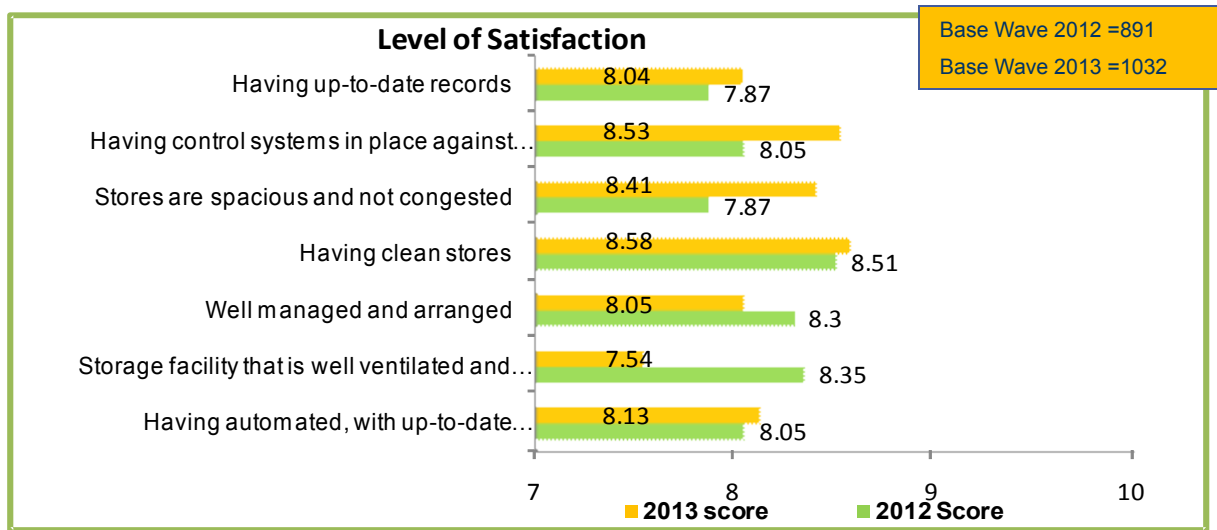
Having up-to-date records was accorded the highest level of importance by facilities visited during the 2013 wave. In 2012, the attributes of high importance were well ventilated storage facilities and meeting medicinal temperature requirements.

Figure 4: Level of importance on storage facilities



Similar to the 2012 wave, findings in 2013 show that clients are satisfied with NMS having clean stores followed by having control systems in place against theft are the main attributes that are very paramount when it comes to storage facilities for medical supplies.

Figure 5: Levels of satisfaction on the NMS systems



Overall satisfaction with Storage Facilities for Medical Supplies was 8.18 in 2013, a score higher than that of 2012 which was 7.45

2.2 Levels of satisfaction clients attach to NMS

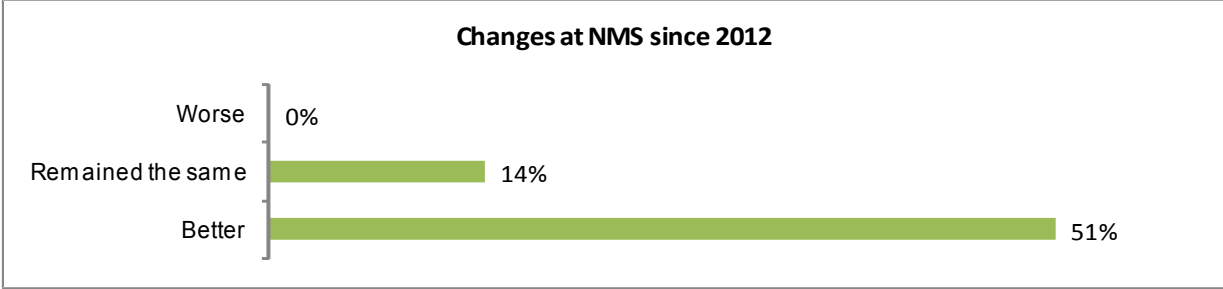
Individual health facility levels rated their satisfaction in relation to NMS services as observed below.

Table 2: showing the satisfaction levels clients attach to NMS

	Level of Satisfaction							
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO
Having control systems in place against theft, loss	7.3	8.0	8.0	8.5	8.5	7.7	8.0	8.1
Stores are spacious and not congested	7.8	8.0	7.8	8.1	7.7	7.7	6.6	7.3
Having up-to-date records	9.0	7.3	8.0	8.3	8.8	6.7	7.5	7.7
Having clean stores	9.0	8.0	8.3	8.7	8.6	8.1	8.0	8.4
Well managed and arranged	6.0	8.0	8.2	8.8	8.6	7.9	7.7	7.9
Having automated, with up-to-date information	8.0	7.3	7.4	8.4	8.4	6.7	7.6	7.9
Storage facility that is well ventilated and meet medicinal temperature requirements	10.0	8.0	8.5	8.8	8.3	8.5	8.1	8.8

Overall 51% show that there has been a positive change at NMS when it comes to storage facilities since 2012.

Figure 6: Changes made on the storage facilities by NMS since 2012



The CAOs, RDCs and DMU were generally satisfied with storage facilities at NMS. However, they urged NMS to “create more storage facilities around the region” and “then provide vehicles that move supplies to various districts”. This will reduce the cases of drug exhaustion in various health facilities.

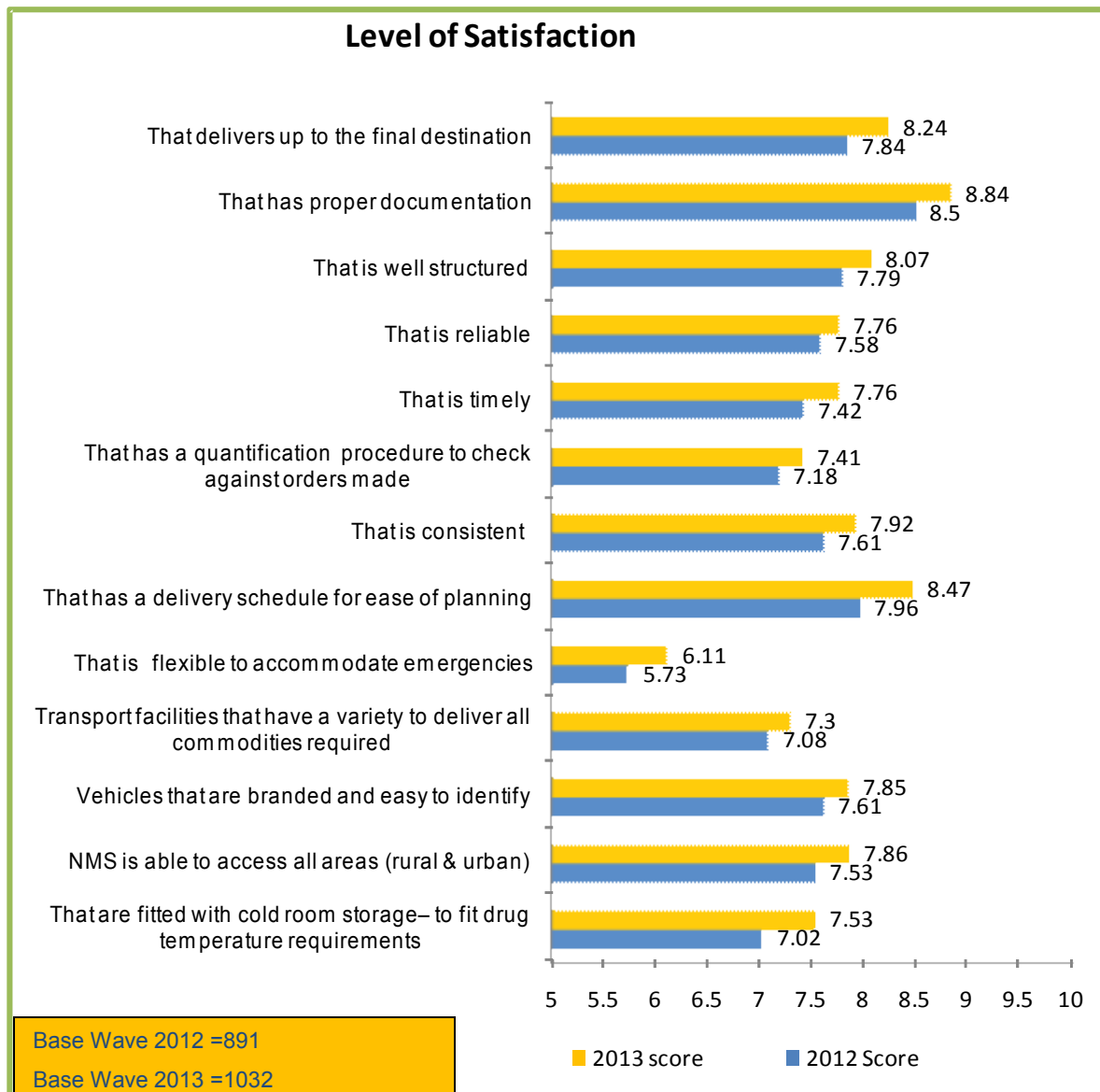
2.3 Distribution, delivery and supply systems

2.3.1 Distribution, Delivery and Supply Systems

Having proper documentation as well as delivering up to the final destination are the most important attributes rating 9.5 and 9.46 respectively.

Satisfaction levels with the distribution, delivery and supply systems have generally improved with an average mean score of 7.77 that 7.45 of the previous wave. Proper documentation was the attribute with the highest satisfaction (8.84).

Figure 7: Satisfaction levels on the distribution, delivery and supply systems.



Overall satisfaction with distribution, delivery and supply systems is **7.77** for 2013 higher than the **7.45** of 2012

2.3.2 Satisfaction by the segments of health facilities on the Distribution, delivery and supply systems of NMS

The findings indicate that NRH are the most satisfied facilities in regards to distribution, delivery and supply systems at NMS.

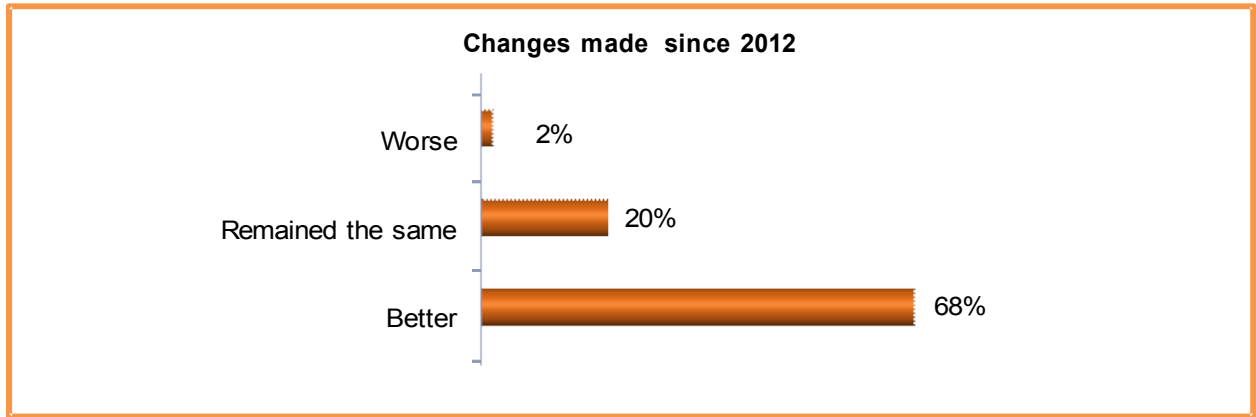
Table 1 showing the satisfaction levels by segments of health facilities on the Distribution, delivery & supply

	Level of Satisfaction								
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO	
That are fitted with cold room storage– to fit drug temperature requirements	8.5	7.2	8.6	8.4	7.1	7.0	7.1	8.3	
NMS is able to access all areas (rural & urban)	9.7	6.8	7.9	7.8	7.7	8.2	7.7	7.8	
Vehicles that are branded and easy to identify	9.5	8.7	8.9	9.0	8.0	7.4	7.2	8.7	
Transport facilities that have a variety to deliver all commodities required	4.5	7.7	7.8	8.0	7.2	7.0	7.0	8.0	
That is flexible to accommodate emergencies	8.2	5.0	6.4	6.8	5.5	6.0	5.8	6.7	
That has a delivery schedule for ease of planning	10.0	5.3	8.7	8.9	8.6	8.4	8.3	8.6	
That is consistent	8.5	6.0	7.9	8.4	7.6	8.0	7.8	7.9	
That has a quantification procedure to check against orders made	3.9	5.3	8.1	8.2	7.0	7.0	7.2	8.0	
That is timely	7.2	4.3	7.8	8.2	7.3	7.8	7.7	7.9	
That is reliable	8.0	4.2	7.6	8.1	7.5	7.9	7.7	7.9	
That is well structured	6.0	5.7	8.6	8.5	7.8	8.0	7.9	8.4	
That has proper documentation	8.3	7.8	9.0	9.0	8.8	8.8	8.8	9.0	
That delivers up to the final destination	9.5	7.0	8.7	8.6	8.2	8.3	8.0	8.3	

Those highlighted in red indicate the rating at which NRH was the overall lead.

2.3.3 Changes made since 2012 and areas for improvement in the transport, distribution, delivery and supply systems of NMS.

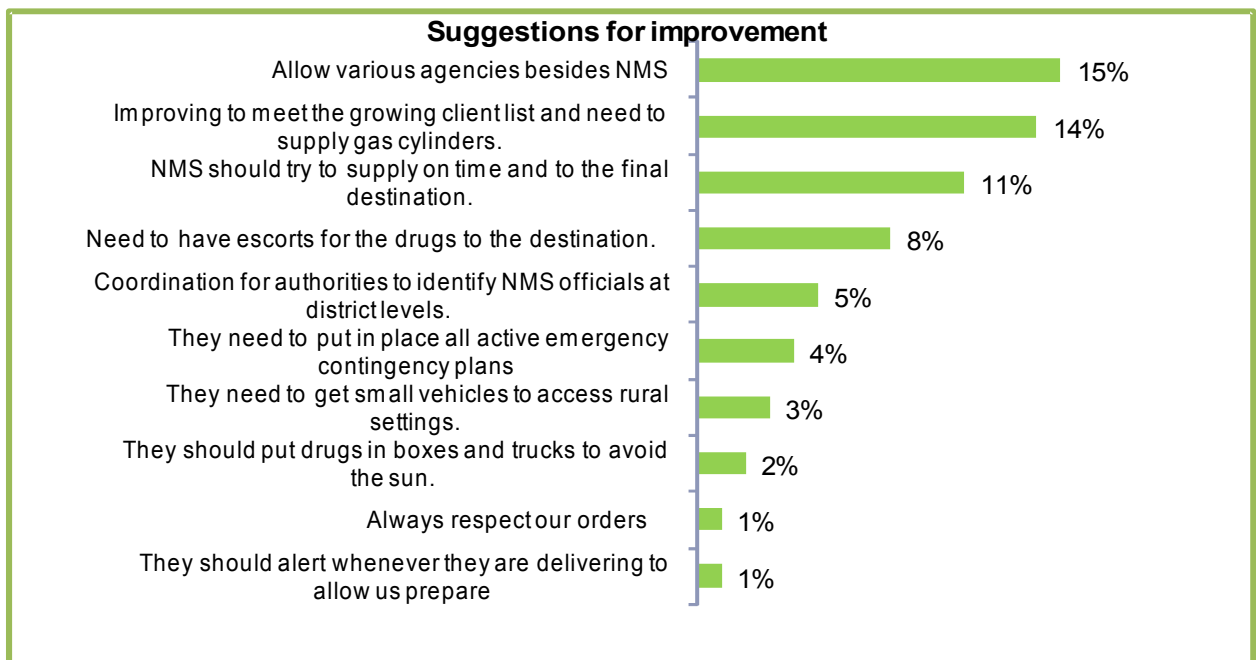
Figure 8 showing the changes made in the transport, distribution, delivery & supply since 2012



Majority of clients (68%) are of the view that Since 2012 NMS has improved its transport, distribution, delivery and supply systems.

2.3.4 Suggestions for improvement

Figure 9 Areas suggested for Improvement on the transportation, distribution, delivery and supply systems.



- Clients suggest NMS needs to improve on the capacity to meet the growing client list
- The CAO, RDC and DMU praised NMS because of their ability to deliver up to the final destination. They also suggested that NMS should provide cooling facilities for the drugs, offer stock check against delivery notes and then improve on the ability of contingency in case of any emergency.

2.4 Commodities Supplied

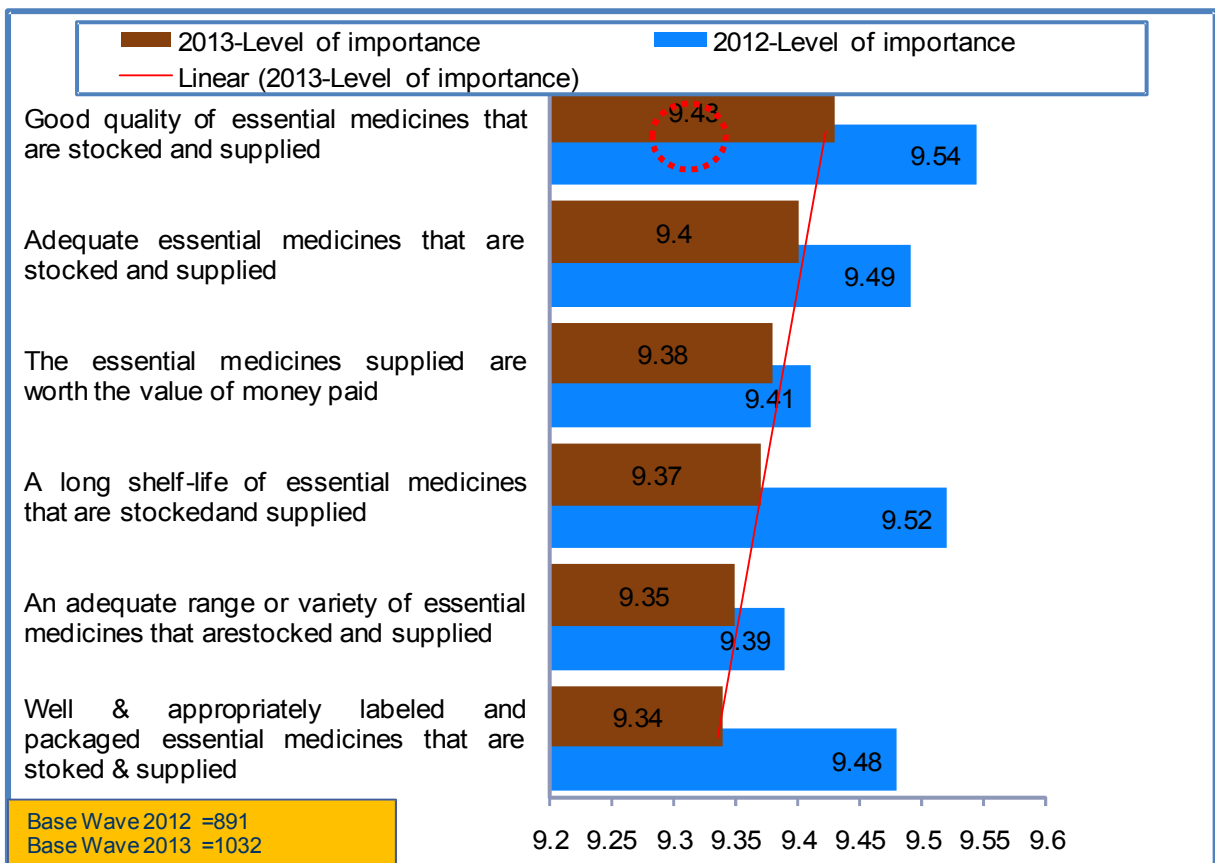
NMS supplies three categories of commodities namely;

- Essential medicines which are the drugs used to treat diseases or injuries for example Diclofenac, Cotrimoxazole, Tetracycline, and Erythromycin among others.
- Medical supplies which are [items deemed](#) necessary for the treatment of an illness or [injury](#). Examples of this include gloves, cotton wool, gauze, surgical blades among others.
- Laboratory supplies: Are laboratory reagents and other related supplies required for performing laboratory investigations. Examples: HIV testing kits, stool containers, urine containers among others.

2.4.1 Essential medicines supplied

Good quality essential medicines' is the most important attribute (9.43) overall followed by adequate essential medicines (9.4)

Figure 10 Level of importance on the essential medicines supplied.



- When it came to essential medicines Supplied, the RDC, CAO and DMU proposed that medicine of good quality is accompanied by packaging therefore NMS should work on that

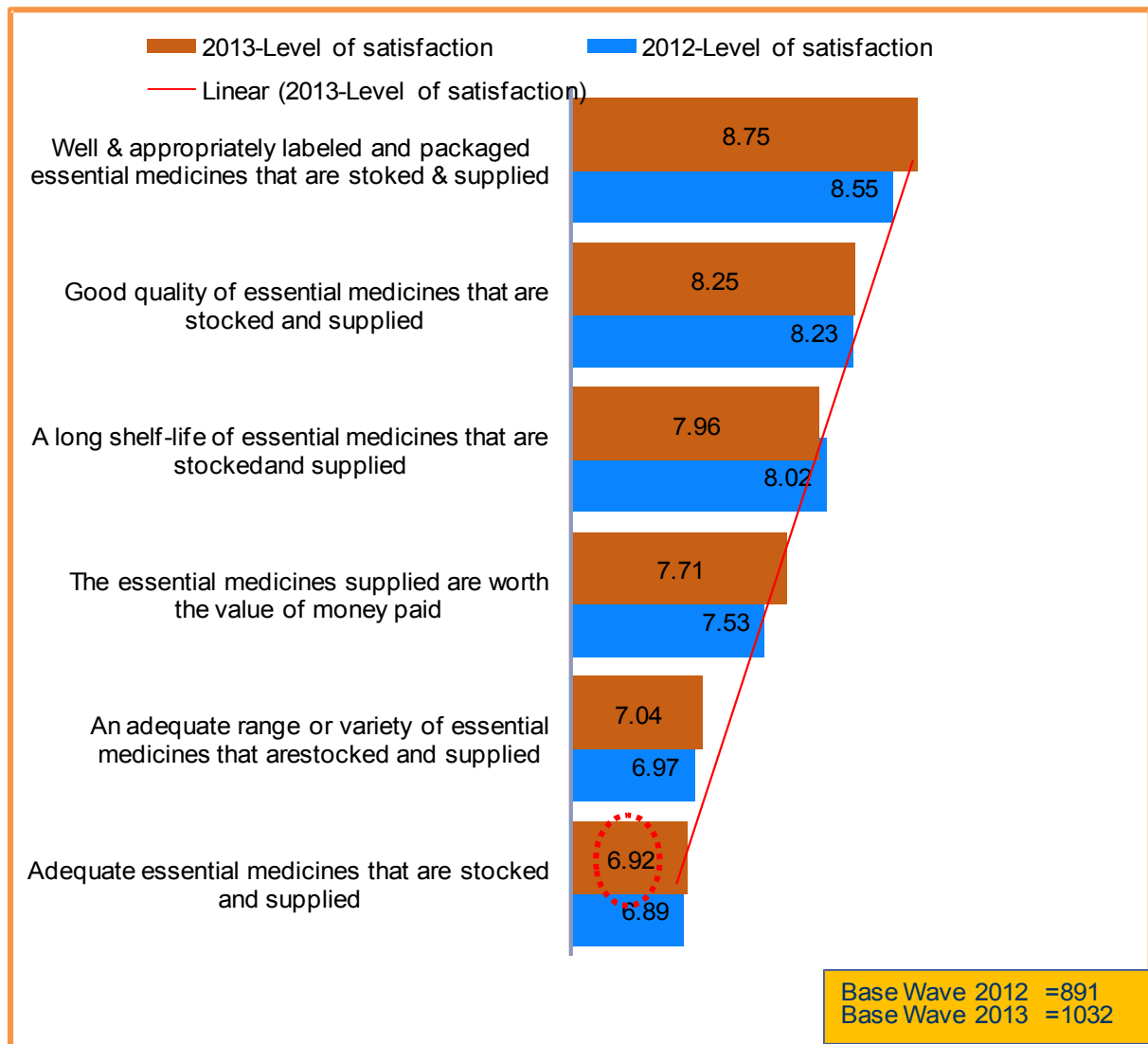
2.4.1.1 Satisfaction levels on the Essential Medicines supplied



The findings indicate that the satisfaction level is lower than the importance levels with the least satisfied attribute being adequate essential medicines that are stocked and supplied (6.92).

However the overall satisfaction levels indicate an improvement. If you compared the two waves, NMS is working towards improving every aspect on the supply of Essential medicines supplied.

Figure 11 showing the levels of satisfaction on the essential medicines supplied by NMS



Overall satisfaction with essential medicines supplied is 7.89 better than last wave which was of 7.73

2.4.1.2 Satisfaction by facility level of the essential medicines supplied by NMS

Attributes	Level of satisfaction								
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO	
An adequate range/variety of essential medicines that are stocked & supplied	8.1	5.5	7.2	7.5	6.8	7.1	6.8	7.1	
Adequate essential medicines that are stocked and supplied	7.6	5.4	7.0	7.5	6.9	6.8	6.7	7.5	
A long shelf-life of essential medicines that are stocked and supplied	9.1	5.2	7.9	8.0	7.5	7.9	8.1	7.8	
Good quality of essential medicines that are stocked and supplied	8.4	5.2	8.0	8.3	8.0	8.2	8.3	8.5	
Well and appropriately labeled and packaged essential medicines that are stoked & supplied	8.1	8.0	8.7	9.0	8.2	8.8	8.7	9.0	
The essential medicines supplied are worth the value of money paid	7.0	6.7	7.5	7.6	7.1	7.8	7.9	7.7	



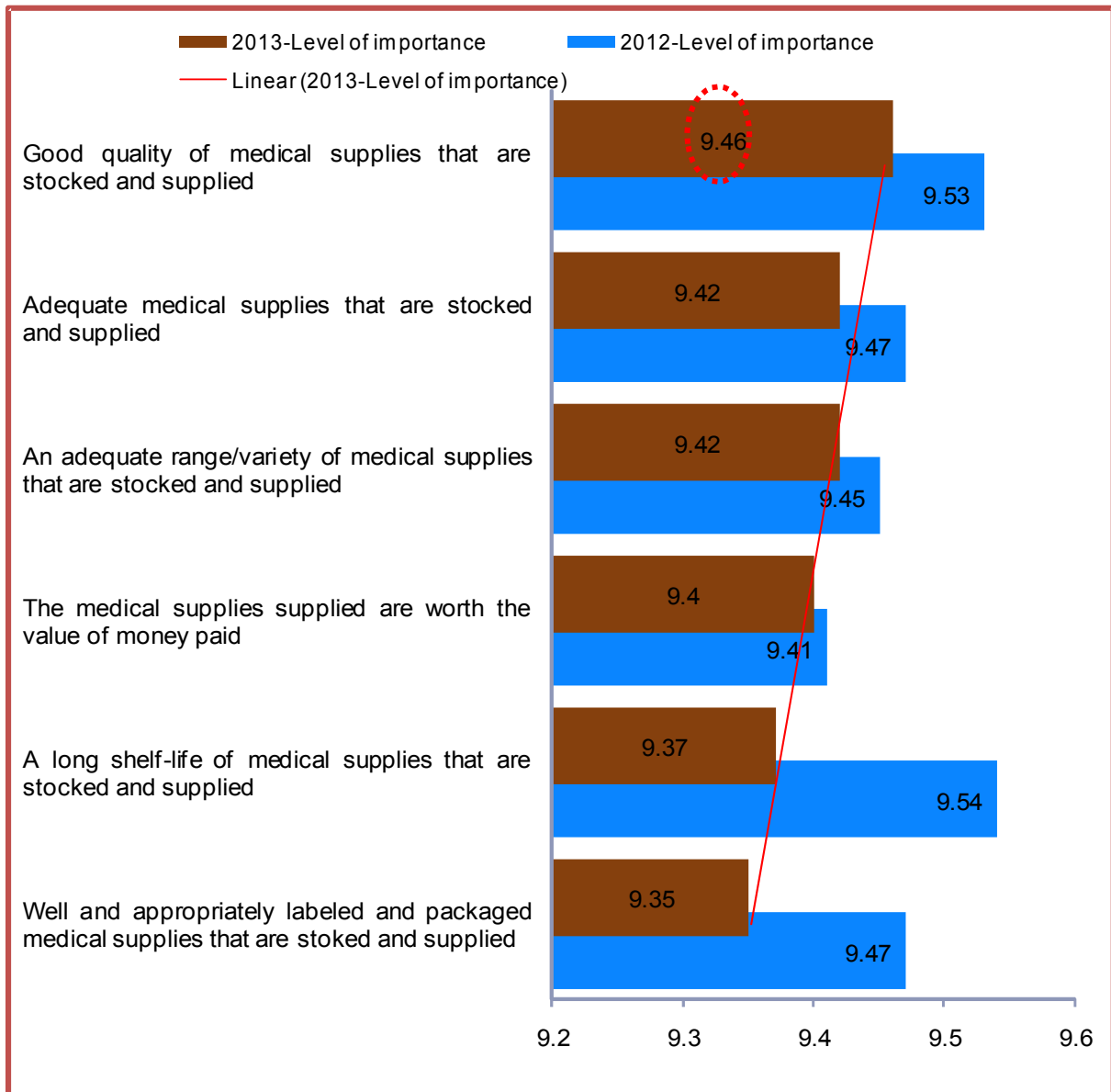
- Well and appropriately labelled and packed essential medicines that are stoked and supplied has a consistence of scoring highly across all the facility levels.
- NRHs are more satisfied with the essential medicines supplied by NMS represented by highest scores in all the attributes while NRI are least satisfied in all the categories

2.4.2 Medical supplies

2.4.2.1 Importance of the Essential Medical supplies supplied

The results indicate that, Good quality essential medical supplies is the most important attribute (9.46) followed by Adequate medical supplies that are stocked and supplied (9.42)

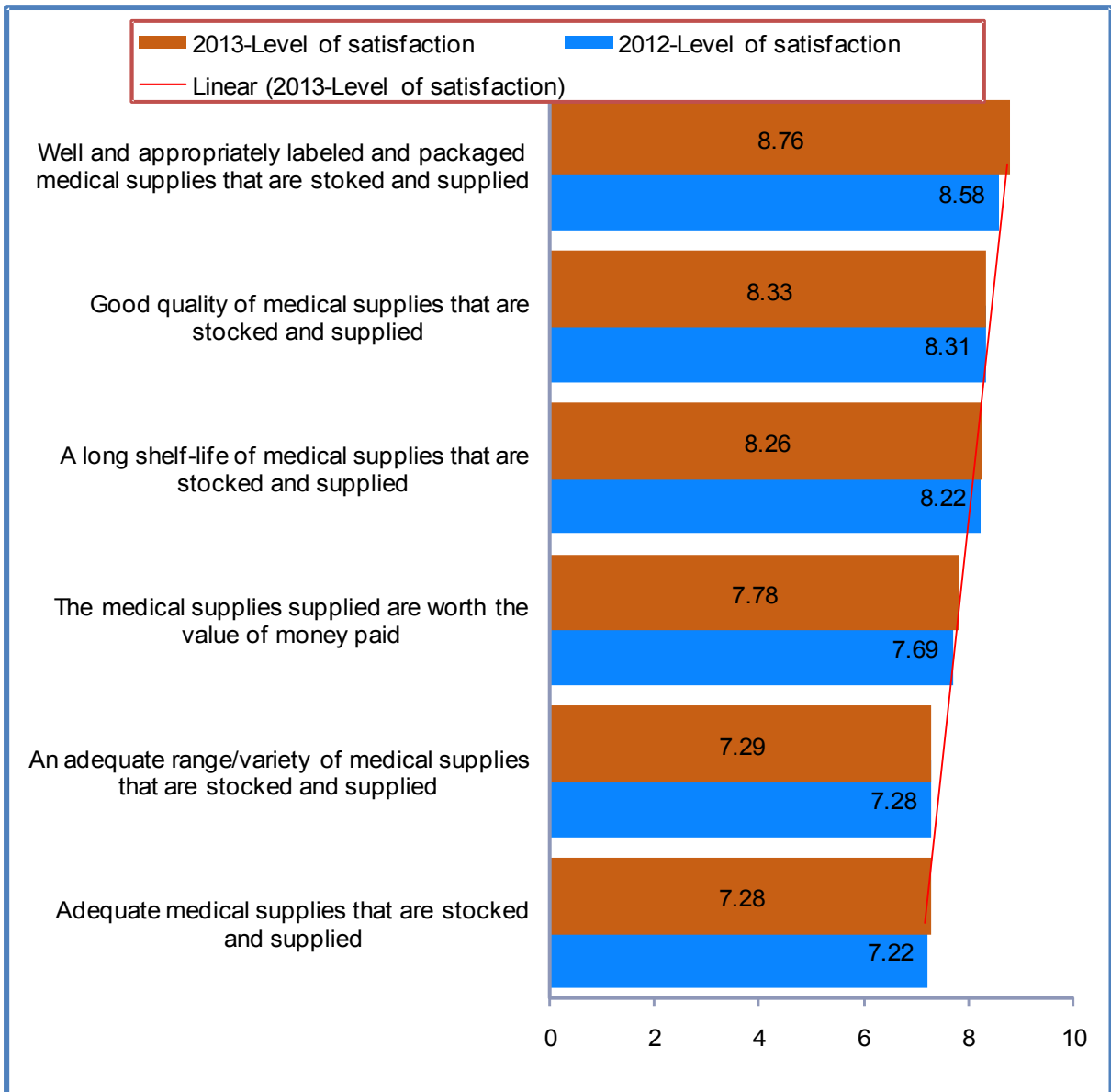
Figure 12 showing the importance of attributes in relation to Medical supplies.



2.4.2.2 Satisfaction levels of Medical supplies

The levels of satisfaction are lower than the levels of importance indicating that NMS needs to up lift this to match the importance to the satisfaction. The least attribute facilities are satisfied with is adequacy of supplies stocked (7.28), followed by the range/ variety of stocks.

Figure 13 showing the levels clients are satisfied with the Medical supplies from NMS



Overall satisfaction with medical supplies supplied is 7.95 compared to 7.86 in 2012

2.4.2.3 Satisfaction on medical supplies by the facility segments



High satisfaction levels for attributes by facility are indicated in RED

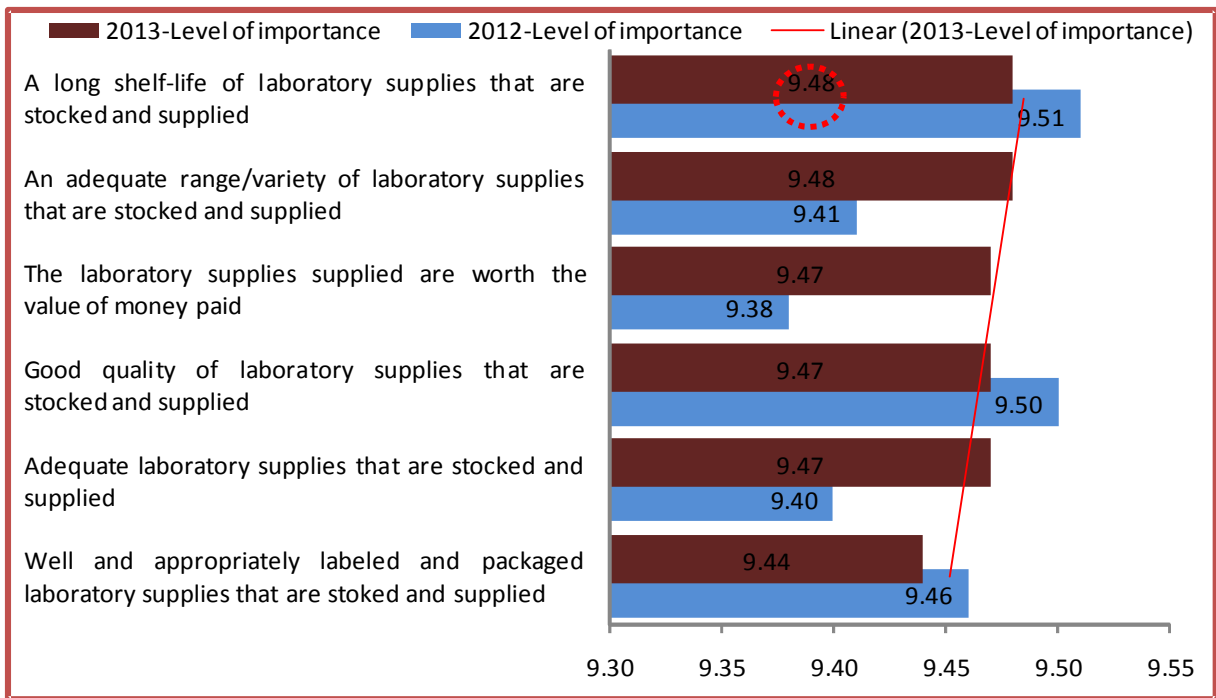
Table 2 Table showing the levels of satisfaction on the medical supplies by the various segments of health facilities

	Level of satisfaction								
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO	
Attributes	An adequate range/variety of medical supplies that are stocked and supplied	8.4	6.2	7.4	7.6	6.7	7.2	7.3	7.0
	Adequate medical supplies that are stocked and supplied	8.4	6.4	7.1	7.6	6.7	7.2	7.4	7.1
	A long shelf-life of medical supplies that are stocked and supplied	8.0	6.5	8.1	8.3	8.0	8.3	8.3	8.0
	Good quality of medical supplies that are stocked and supplied	9.1	5.5	8.0	8.4	8.0	8.3	8.5	8.5
	Well and appropriately labeled and packaged medical supplies that are stoked and supplied	8.0	8.3	8.7	8.9	8.4	8.8	8.7	8.8
	The medical supplies supplied are worth the value of money paid	5.6	7.0	7.7	7.7	6.8	7.8	8.0	8.0

2.4.3 Laboratory supplies

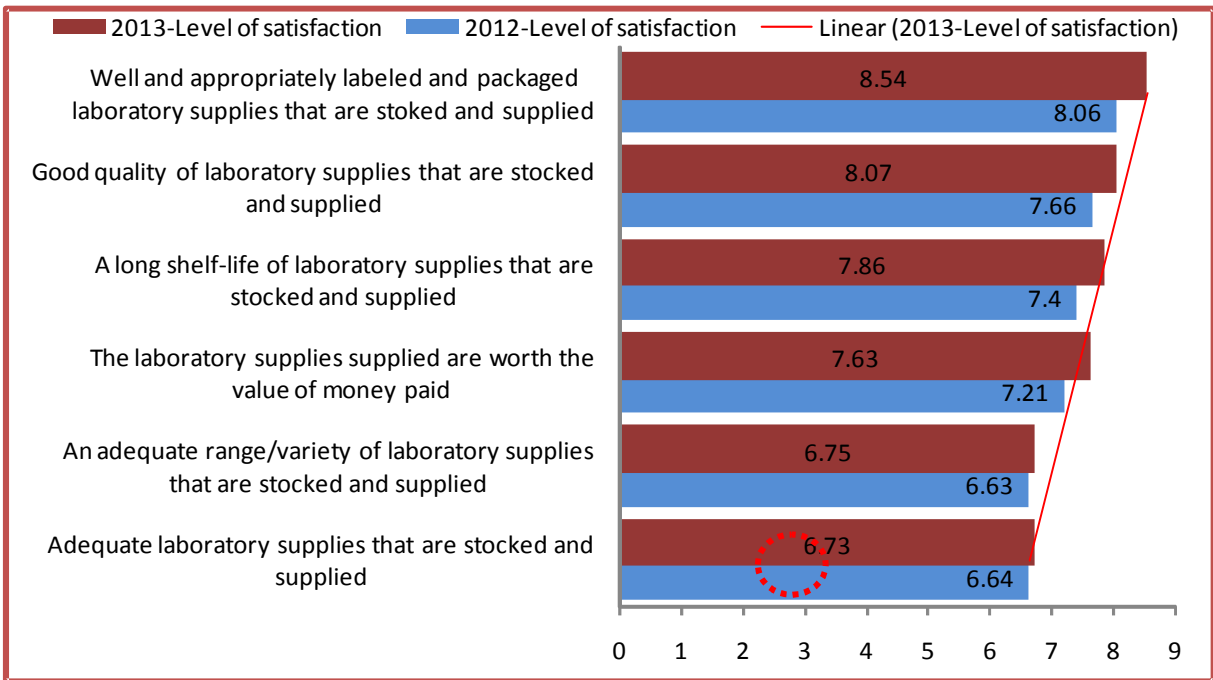
Just like wave one of the studies, 'A long shelf-life of laboratory supplies' that are stocked and supplied (9.48) is very important for the facilities.

Figure 14 Showing the Importance associated to each attribute on the laboratory supplies



The least satisfied attribute is adequacy of laboratory supplies stocked (6.73), followed by the range/ variety of stocks just like it was reflect in the previous wave.

Figure 15 showing the satisfaction of clients on the Laboratory supplies by NMS



Overall satisfaction with Laboratory supplies supplied was 7.59 for 2013 as compared to 7.35 in 2012

Satisfaction of laboratory supplies by Level of facility

The NRH is more satisfied with laboratory supplies as compared to other facilities

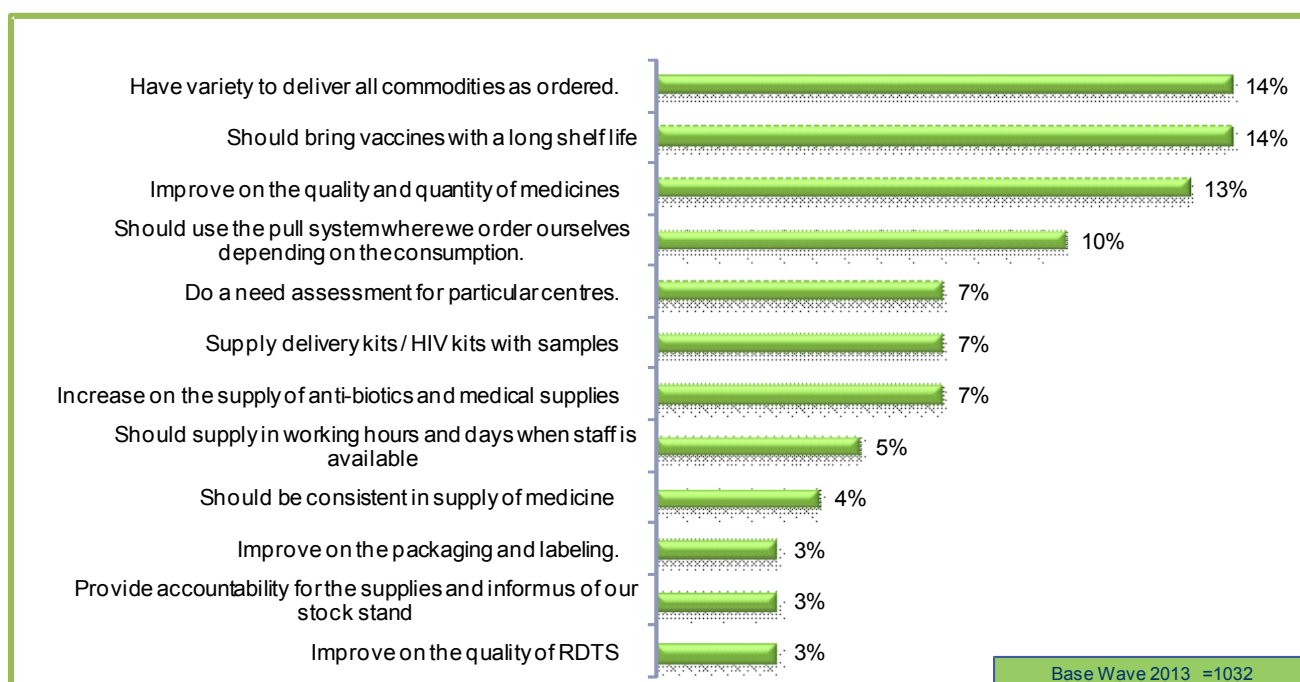
Table 3 showing the levels of satisfaction on the lab supplies by the different health facility segments

Attributes	Level of Satisfaction								
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO	
An adequate range/variety of laboratory supplies that are stocked and supplied	8.5	5.4	6.9	7.4	6.8	6.4	6.6	6.4	
Adequate laboratory supplies that are stocked and supplied	7.0	6.5	6.9	7.4	6.6	6.3	6.6	6.6	
A long shelf-life of laboratory supplies that are stocked and supplied	8.5	4.8	7.7	8.3	8.2	7.6	7.7	7.8	
Good quality of laboratory supplies that are stocked and supplied	8.5	5.8	7.7	8.3	8.4	8.1	7.2	8.5	
Well and appropriately labeled and packaged laboratory supplies that are stoked and supplied	8.0	7.8	8.5	8.7	8.7	8.5	8.3	8.5	
The laboratory supplies supplied are worth the value of money paid	6.5	7.2	7.7	7.8	7.2	7.6	7.6	7.8	

2.4.3.1 Areas of improvement on the range, quantity, quality, shelf-life and packaging of NMS supplies

Having a variety to deliver all commodities as ordered and delivering vaccines with long shelf life supplies are the number one priorities clients need NMS to work on.

Figure 16 showing areas where an improvement is needed by NMS on the supplies.

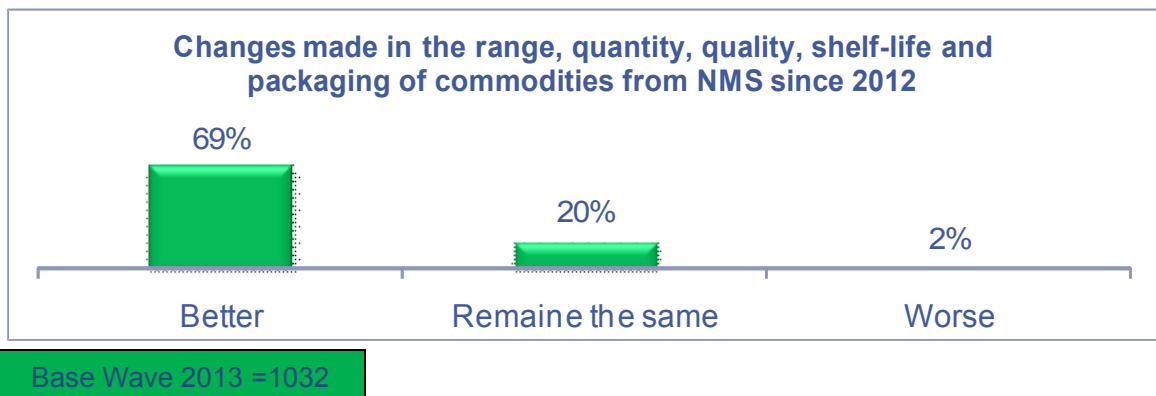


There are other more factors that NMS clients want NMS to improve. This will improve on the range, quality, shelf life and packaging of NMS deliverables.

2.4.3.2 Improvements and changes since 2012

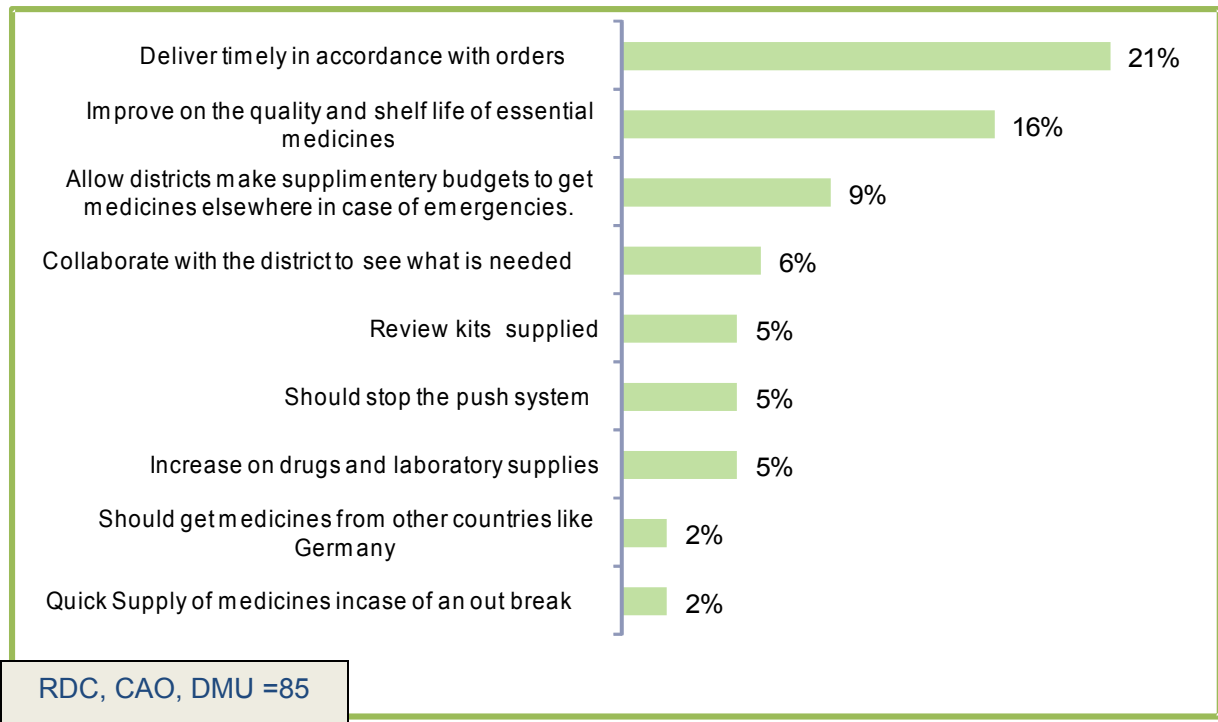
There is 69% improvement on the range, quantity, quality, shelf-life and packaging of commodities from NMS from 2012. However 20% still believe that things have remained the same.

Figure 17 showing the changes made since 2012 on the range, quantity, quality, shelf life and packaging of commodities.



However the chart below indicates the RDCs, CAO and the DMU suggesting that timely delivery in accordance with orders (21%) and an improvement in the quality and shelf life of the essential medicine (16%) as the most desired changes.

Figure 18 Showing suggestions put forward by stake holders on the delivery of supplies



2.5 Quality Control Systems

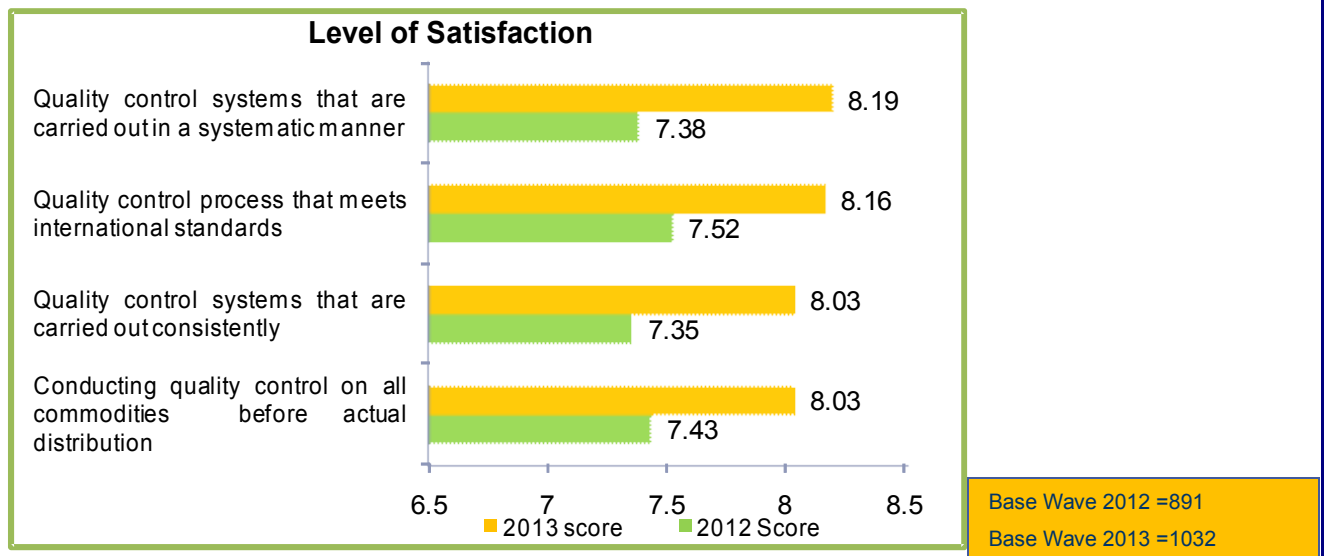
2.5.1 Importance and Satisfaction levels.

Overall satisfaction with Quality control systems is **8.05** for 2013 and **7.42** for 2012



The findings show that Quality control process that meets international standards is considered most important by the facilities in both waves 9.51 in this wave and 9.66 in the last wave.

Figure 19 showing the levels of satisfaction on the quality control process



The facilities are most satisfied with Quality control systems that are carried out in a systematic manner with a score of 8.19 followed by Quality control systems that meet international standard with a score of 8.16. **This is different from the previous wave where the clients were satisfied with control systems that meet international standards at a score of 7.52.**

2.5.2 Satisfaction by Segments.

The table below shows the various attributes that were rated by the different facilities showing their satisfaction levels towards the quality control system put in place by NMS

Table 4 showing the satisfaction on quality control by health facility segments

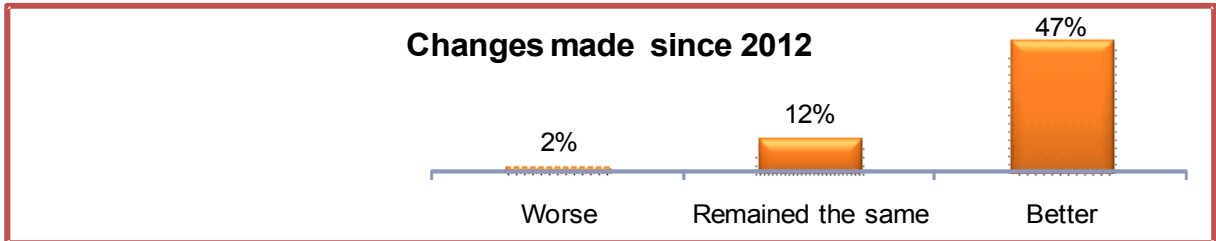
Attributes		Level of Satisfaction						
		NRI	RRH	GH	HCIV	HCIII	HCII	DHO
Attributes	Conducting quality control on all commodities before actual distribution	7.1	8.2	8.1	7.5	7.7	8.4	7.8
	Quality control systems that are carried out consistently	6.1	7.9	8.4	8.0	8.0	7.9	7.9
	Quality control systems that are carried out in a systematic manner	5.8	8.0	8.6	8.4	8.3	7.9	8.0
	Quality control systems that meet international standards	5.7	8.1	8.7	7.9	8.5	7.7	8.1



- The table above indicates that Quality control systems that are carried out in a systematic manner is the attribute that facilities are satisfied with most. This shows much desired to improve on the other modes of quality control by NMS.
- The different segments expressed their satisfaction differently and those outstanding are shown in red overall, GH are more satisfied with quality control systems and NRI are the least satisfied as reflected in the table.

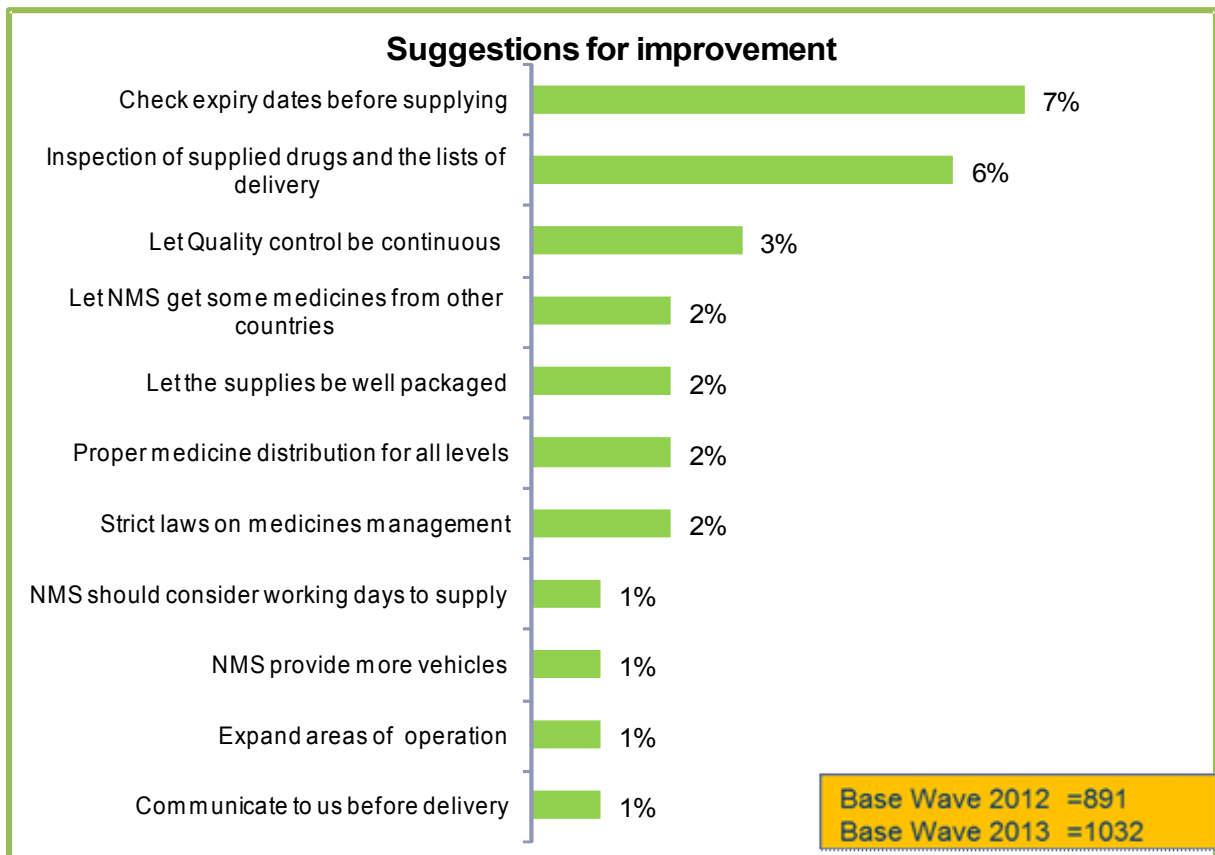
2.5.3 Changes made since 2012 and areas for Improvement in the Quality Control Systems of NMS.

Figure 20 showing the changes made in quality improvement made since 2012



- Areas of improvement highlighted including Checking the expiry dates of medicines, inspection of supplied medicines, and inspection of the list of delivery is what clients consider most as areas that need improvement.
- The CAO, RDC and DMU suggested that NMS should continuously improve on the quality of medicines, ensuring the sampling processes and testing undertaken before delivering supplies to the health facilities.

Figure 21 showing suggestions on the areas of improvement



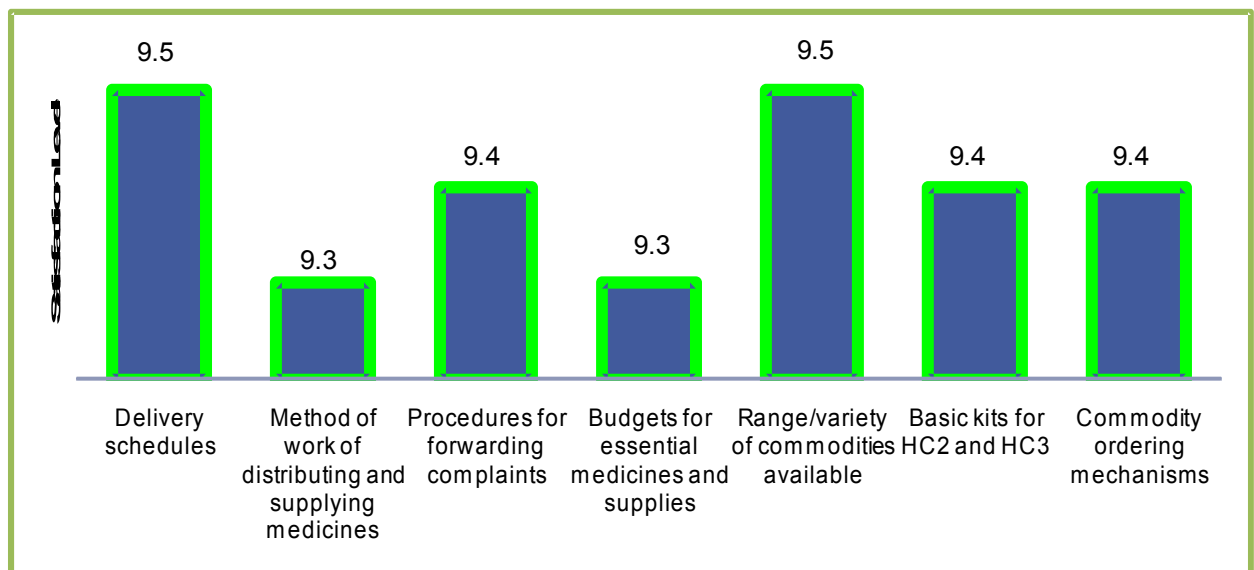
2.6 Evaluation of Information Systems

2.6.1 Dissemination of information by NMS

2.6.1.1 Supply and distribution of essential medicines and health and laboratory supplies

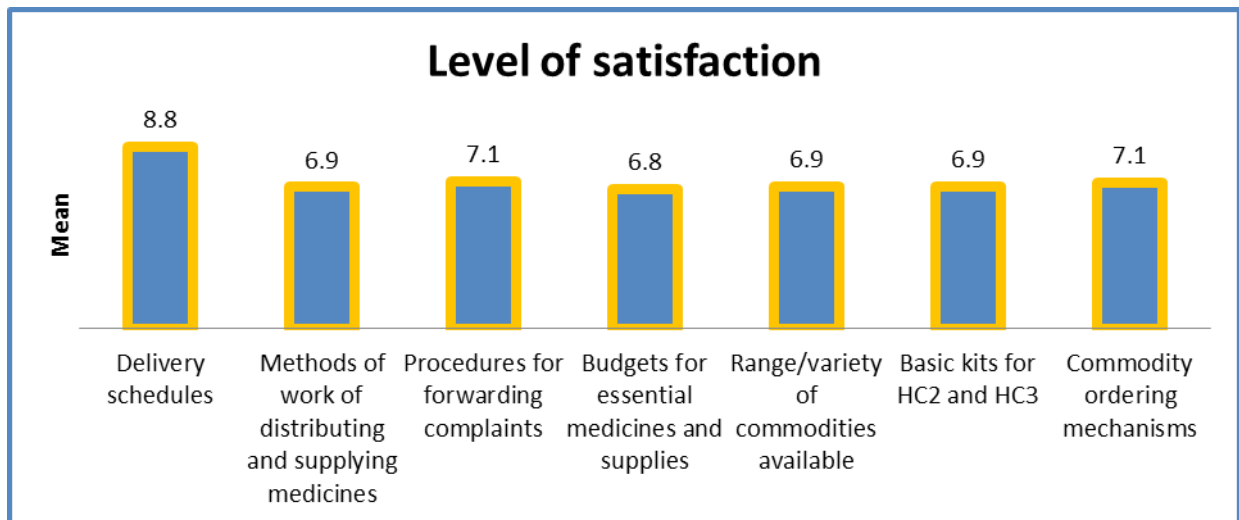
The findings indicate that clients are satisfied if the delivery schedules and Range/ variety of commodities available is worked on.

Figure 22 showing the importance of dissemination of information by NMS



Below the graph shows the levels of satisfaction the clients attach to the information system by NMS on the various attributes.

Figure 23 showing the satisfaction levels on the information dissemination by NMS

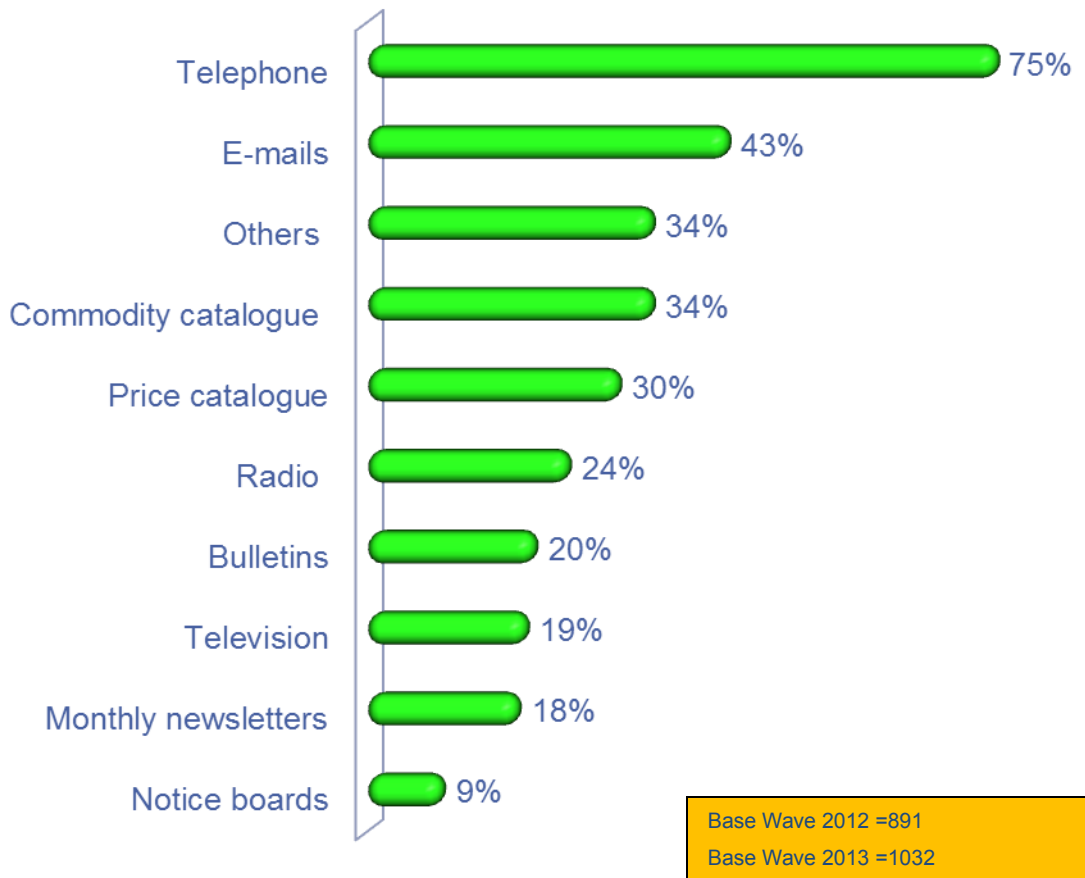


2.6.2 Awareness of NMS communication channels used to disseminate information about products and services

Telephone and emails are the most common forms of dissemination known

Figure 24 showing the awareness levels of the NMS communication channels by the clients

Awareness of NMS communication channels



Overall satisfaction with information dissemination is rated at **7.19** for this wave of 2013 better than that of 2012 which was **6.36**

Dissemination of information by NMS

NMS COMMUNICATION IN RELATION TO SUPPLY AND DISTRIBUTION OF ESSENTIAL MEDICINES AND HEALTH AND LABORATORY SUPPLIES

Figure 25 showing the level of importance attached to the distribution of supply by NMS

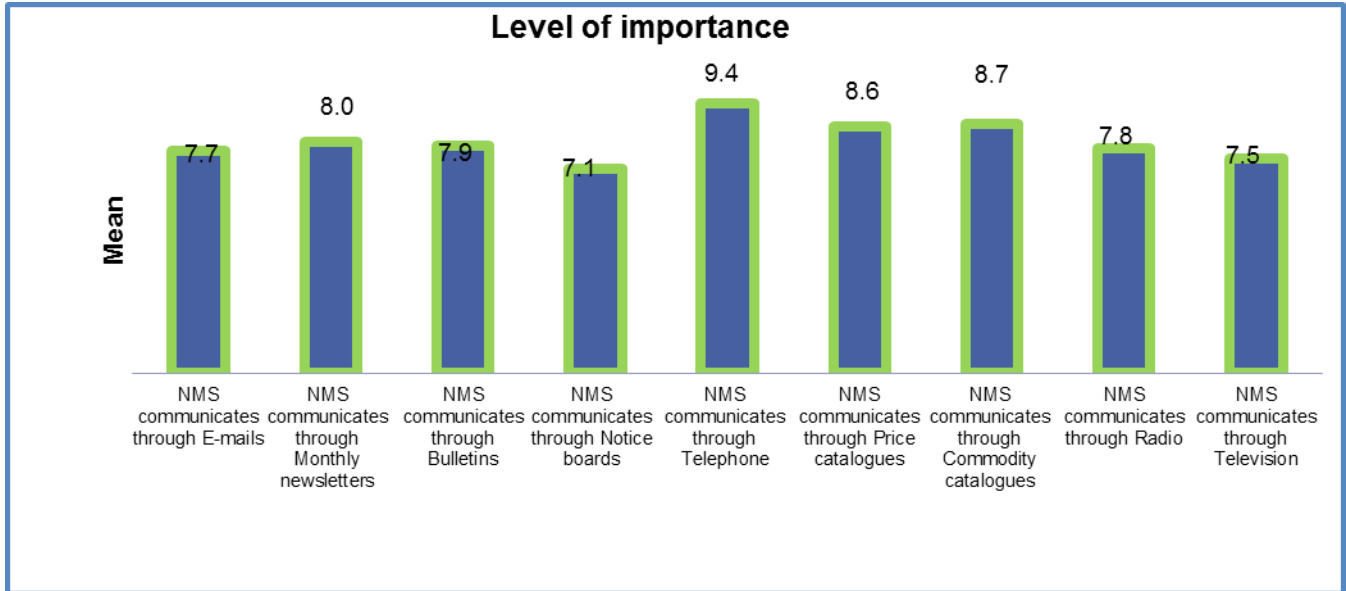
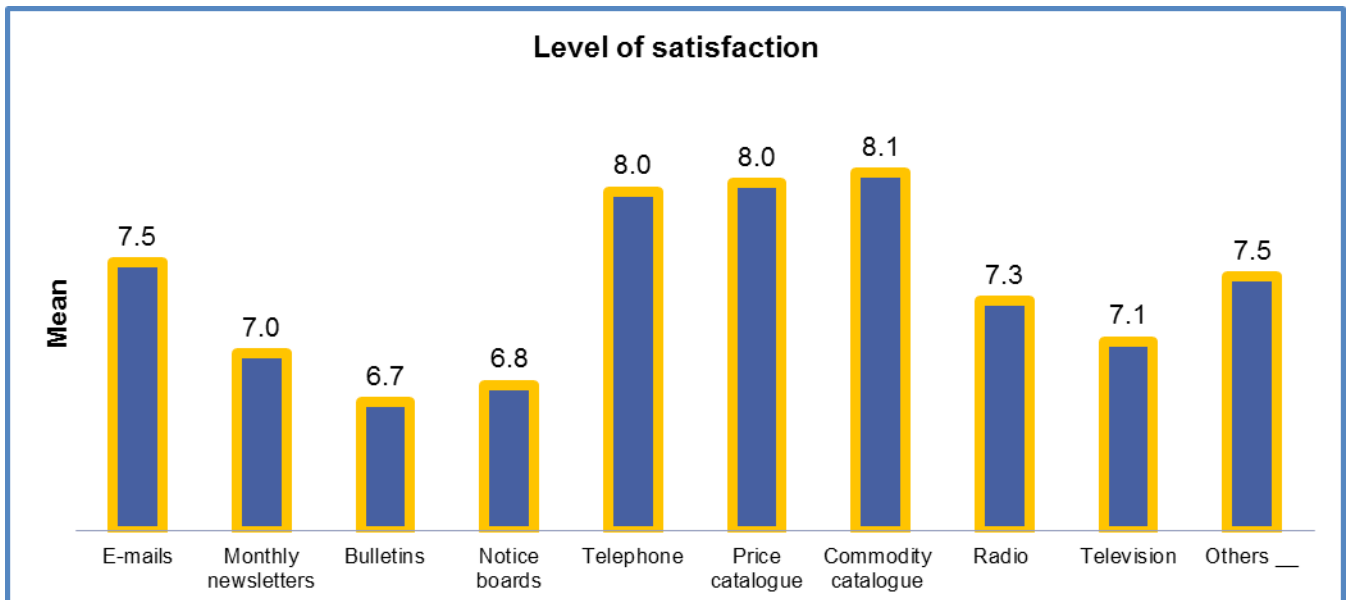


Figure 26 showing the satisfaction levels of the clients on the communication in relation to the distribution of supplies.

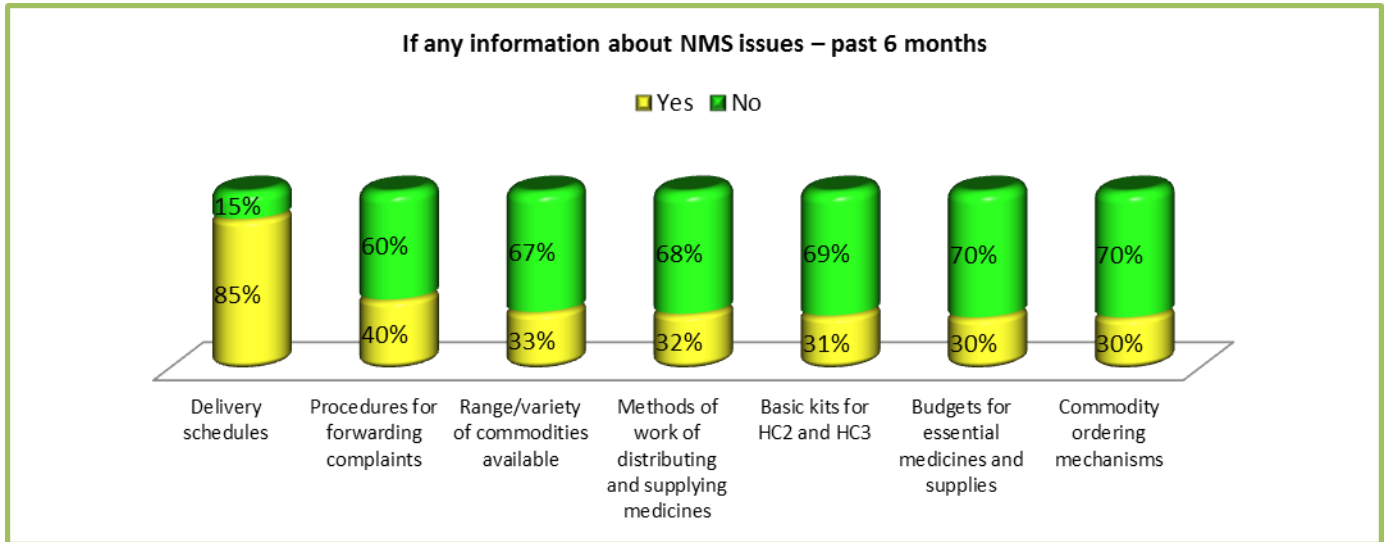


Base Wave 2012 =891

Base Wave 2013 =1032

Dissemination of information by NMS Past 6 months - NMS information received/Source of information

Figure 27 showing the clients who received some communication from NMS in the past 6-months



In the period of the past 6 months, most staff claimed to have received information with regard to delivery schedules mainly from DHOs

Table 5 showing the communication and the source of the communication.

Source of information	District Health Officers	NMS Information materials	Others	Delivery people / drug inspectors	Telephones	Emails
Delivery schedules	44%	25%	11%	7%	6%	4%
Methods of work of distributing and supplying medicines	30%	34%	13%	5%	4%	7%
Procedures for forwarding complaints	26%	34%	15%	2%	2%	7%
Budgets for essential medicines and supplies	28%	30%	19%	3%	1%	12%
Range/variety of commodities available	44%	25%	13%	2%	1%	9%
Basic kits for HC2 and HC3	30%	25%	30%	4%	1%	5%
Commodity ordering mechanisms	20%	34%	23%	3%	2%	11%

Base Wave 2012 =891

Base Wave 2013 =1032

Dissemination of information by NMS

Likes/dislikes about NMS communication channels

Table 6 showing the likes about the NMS communication channels.

Likes	%
They always keep us updated/ fast and effective	66%
It can be reliable / detailed/ efficient/ keep records	5%
Easy to access / clear	3%
They reach out to many people	1%
It's convenient	1%
It's a bit cheap	1%
It's easy to interpret	1%

Base Wave 2013 =1032

Much as NMS is mainly applauded for keeping their staff abreast on the one hand, the various communication channels used are not fully accessible on the other hand.

The channels used by NMS are not accessed which also points out that the communication strategy is not yet effective.

It is known that a strategy results into the right channel, detail and hence timing. Hence proper media mix is recommended in this case especially where lack of computers affects communication by email.

Facilities suggest that NMS could resort to text messages (sms) via the mobile phone in case they want to communicate.

Table 7 showing the dislikes on the NMS communication channels.

Dislikes	%
We can't access all the channels / network	15%
They give wrong updates / not effective/ not able to solve problems/ delay communication	9%
Delivery schedules are not fulfilled	8%
E- Mails don't help because we don't have computers.	3%
It's expensive	3%
You can't express yourself fully on the phones / notice board.	2%
It contains drugs I don't access	1%
Time given is inconveniencing (after noon)	1%
Don't use them to give us information (communication)	1%

Base Wave 2013 =1032

Dissemination of information by NMS

Recommended NMS communication channels/ Changes in mode of communication

Table 8 showing the recommended communication channels

RECOMMENDED CHANNELS	
Telephone calls	63%
E-mails	27%
Books / letters	14%
Radios / Bulletins	11%
SMS	5%
Newspapers / magazines	4%
Charts / posters	4%
In person communication / meetings/ NMS staff	4%
Delivery schedules	3%
Television	3%
Notice boards	1%
District health officers	1%

Respondents mainly recommend the use of telephones (63%) and emails (23%) as the most effective ways NMS should employ for her communication purposes. A few respondents also mentioned use of books/letters/ (14%) as well as radio/bulletins (11%).

It is likely that telephone calls and emails are more accessible than other communication means especially the mobile phone which is less accessible to every person in the country. In addition the message instantly gets to the message recipient.

TV viewership recorded less attention from the respondents and this could imply lack of access and inability of the visual effect to effectively deliver NMS related communication.

The findings of which source of media to use according to UAMPS data clearly show that 90% of the most preferred channels are below the line to disseminate information for NMS. This gives an implication that NMS ought to concentrate on below the line communication channels if she wants to extend her message to the facilities.

Table 9 showing the changes made in the communication system since 2012

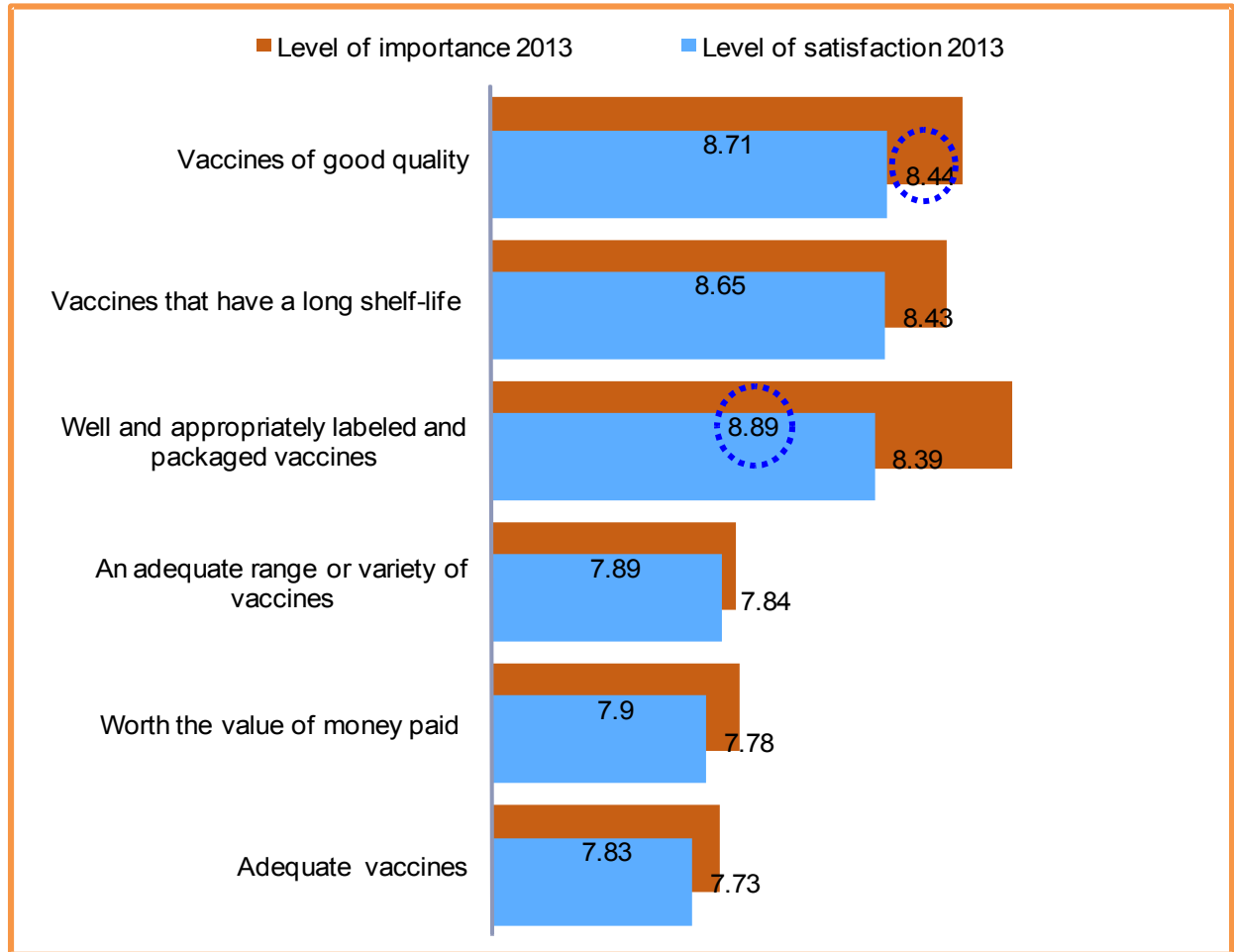
Changes in mode of communication	%
Better	67%
Remain the same	19%
DK	7%
Worse	4%
NA	3%

Majority of respondents (67%) claim that there has been a change in NMS's mode of communication since 2012 while a few (19%) have realized no change and all but one claim that the mode of communication has remained the same. This could imply that NMS is likely to have embarked on improving its communication in an effort to improve service delivery.

Vaccines of good quality (8.44) and vaccines with a long shelf-life (8.43) supplied are the attributes clients consider more important when it comes to the vaccines that are supplied by NMS.

However, Well and appropriately labelled and packaged vaccines (8.89) is the attribute that the health facilities are most satisfied with yet Adequate vaccines(7.83) is the attribute that they are least satisfied with.

Figure 28 showing the level of importance and satisfaction on the range, quantity, shelf-life and packaging of vaccines and gas



Base Wave 2012 =891
Base Wave 2013 =1032

Overall satisfaction with Range, Quantity, Quality, Shelf-Life and Packaging of Vaccines at **8.01**

Range, Quantity, Quality, Shelf-Life and Packaging of Gas supplies

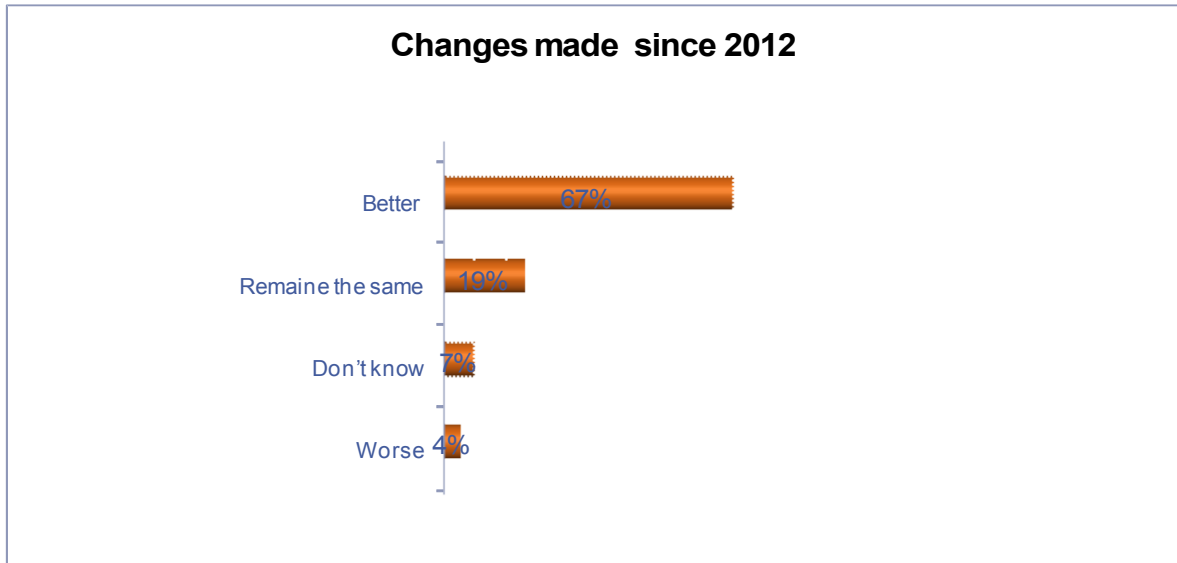
- Good quality of gas that is stocked and supplied (9.42) is the most important attribute to NMS clients.
- Well appropriate labeled and packaged gas stocked and supplied (7.88) is the attribute the NMS clients are more satisfied with in terms of Range, Quantity, Quality, Shelf-Life and Packaging of Gas supplies.

Satisfaction by the segments of health facilities on the Range, Quantity, Quality, Shelf-Life and Packing of Vaccines and Gas

Table 10 showing the satisfaction levels by health facility segment on the range, quantity, quality, shelf life and packing of vaccines and gas

	Level of Satisfaction								
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO	
Attributes	Well and appropriately labeled and packaged Gas that are stoked and supplied	6.6	8.0	8.1	7.9	8.1	7.6	8.5	5.0
	Procurement that is prioritized based on customer needs and available funds	6.7	7.7	7.9	7.9	7.9	7.7	8.6	5.5
	Adequate Gas that are stocked and supplied	6.2	6.9	7.0	7.0	6.2	6.2	7.0	6.0
	Good quality of Gas that are stocked and supplied	7.5	7.8	8.0	8.1	8.0	7.5	8.0	6.0
	The Gas supplied are worth the value of money paid	6.2	7.6	7.2	7.0	7.8	7.2	7.5	6.0
	Vaccines that are approved by the Drug Regulations Board (National Drug Authority)	8.2	8.9	8.5	8.6	8.6	8.2	9.0	6.0
	Vaccines administration accessories approved by the Drug Regulations Board (NDA)	7.3	8.7	8.5	9.0	8.6	8.3	9.0	6.0
	The vaccines supplied are worth the value of money paid	7.2	7.9	7.1	8.1	7.8	7.2	7.6	7.0
	An adequate range/variety of Vaccines that are stocked and supplied	7.8	7.5	7.9	7.7	8.1	7.8	8.0	-
	Adequate Vaccines that are stocked and supplied	7.7	6.9	7.8	8.0	7.9	7.7	7.8	-
	A long shelf-life of vaccines that are stocked and supplied	7.4	8.5	8.4	8.5	8.6	8.4	8.4	-
	Good quality of vaccines that are stocked and supplied	8.4	8.5	8.4	8.5	8.6	8.4	8.4	-
	Well and appropriately labeled and packaged vaccines that are stoked and supplied	6.3	8.5	8.6	8.5	8.4	8.3	8.5	-

Figure 29 showing that changes made since 2012 on the range, quantity, quality, shelf life and packing of vaccines and gas



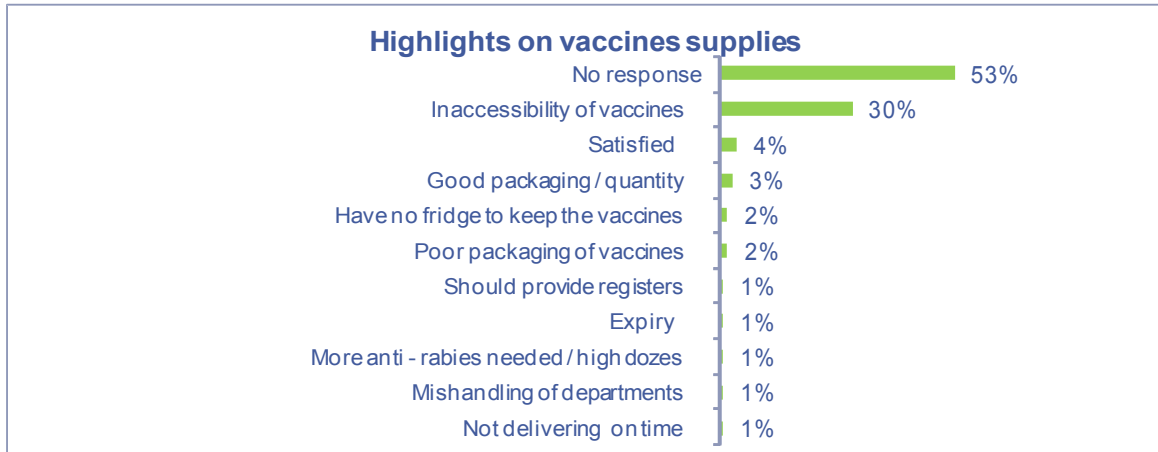
NMS has considerable improvement of 67% on range, quantity, quality, shelf-life and packing of vaccines and gas which is slightly above NMS target of 60%



- The table above shows various levels of satisfaction expressed by different segments on range, quantity, quality, shelf-life and packaging of vaccines and gas and those outstanding are shown in red.
- Generally GH, HCIV and HCII are more satisfied with the range, quantity, quality, shelf-life and packaging of vaccines and gas. However, NRH and DHOs are least satisfied with the Range, Quantity, Shelf life and Packaging of Vaccines supplied by NMS.

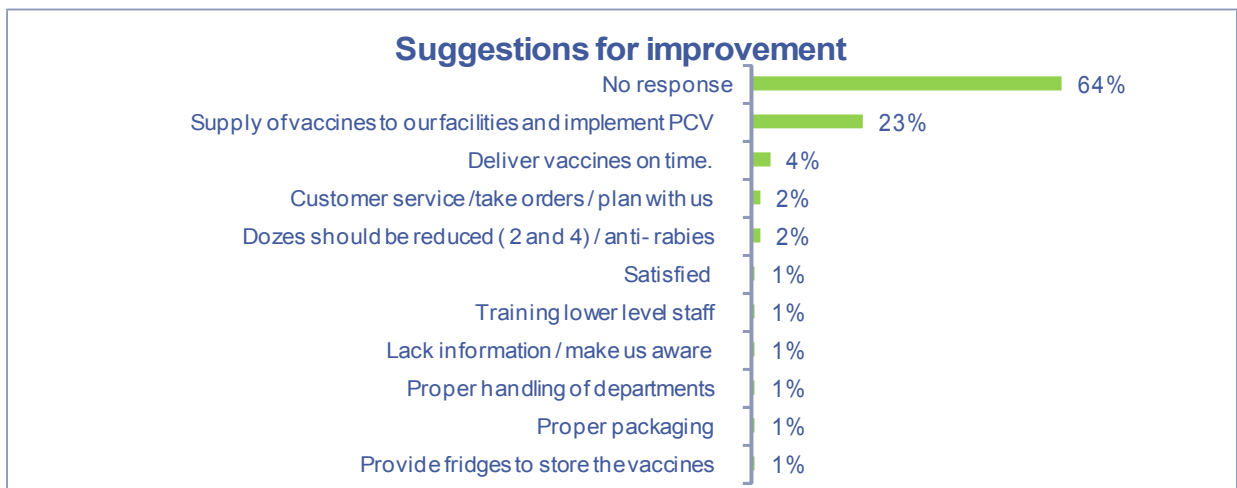
2.7.1 Highlights and Suggestions for improvements on Range, Quantity, Quality, Shelf-Life and Packaging of Vaccines Supplies

Figure 30 showing the highlights by clients on the improvement of Range, Quantity, Quality, Shelf-Life and Packaging of Vaccines Supplies



Facilities highlighted that there is Inaccessibility of vaccines **30% affecting the range, quantity, quality, and shelf-life and packaging cycle of vaccines supplies.** This issue is brought out to help NMS check out on its supplies.

Figure 31 showing more areas of improvement



Supply of vaccines to the facilities and implementing PCV 23% is a key area that NMS clients find important for improvement and therefore need to be considered when there is any improvement.

2.7.2 Highlights and Suggestions for improvements on Range, Quantity, Quality, Shelf-Life and Packaging of Vaccines accessories Supplies

Facilities commented that inadequate vaccines and gas is perceived to be the output for NMS. And not only that but there are other insights such as late delivery, poor communication forward by health facilities when asked to highlight on the distribution process of NMS .

Table 11 Highlights on the vaccines and gas.

Highlights	
Changing drugs and dozes without updating us	2%
Late delivery and no provision of transport	5%
Packaging	1%
Lack of Information, Training	5%
Provide fridges	2%
Lack child health cards	2%
Inadequate vaccines accessories and gas	25%

BASEWAVE 2013=587

Health centers suggested that NMS should improve on the quantity of vaccines accessories, provide fridges among other things to enhance their efficient service delivery.

Table 12 showing the areas of improvement on the vaccines and gas.

Suggestions for Improvement	
Conduct training	1%
Respect people, Plan with us and update us	1%
Deliver on time	2%
Provide fridges	2%
Provide Child health cards	2%
Improve on the quantity of vaccines accessories	10%

BASEWAVE 2013=587

Highlights and Suggestions for improvements on Range, Quantity, Quality, Shelf-Life and Packaging of Gas Supplies

There are times where NMS takes long to supply gas and other supplies to the health facilities which was found affecting the health centers. This resulted into the health facilities suggesting that let there be an increase in the supply of gas and this should be timely just in relation to other supplies.

Table 13 showing the suggestions for improvement on the improvements on Range, Quantity, Quality, Shelf-Life and Packaging of Gas Supplies

Suggestions for improvement	
Increase on the supply of gas	23%
Let there be timely delivery of supplies	14%
Improve packaging, refilling, quantity	2%
Improve on the communication	1%
Provide solar instead of Gas	1%
Provide us with trainings	1%
Should state whether UNEPI operates under their umbrella	1%
Deliver to final destination	1%

- On the highlights of supplies overall, the health facilities perceive NMS to supply items without proper communicating, poor handling of supplies, inadequate supply of gas. If they are to supply, the delivery is untimely.
- This means NMS needs to increase on the supply of Gas to counter act the running out of gas from the health facilities.

Highlights on supplies	
Increase on the supply of gas before the previous supply is used up for continuous operation by facilities	34%
Untimely delivery and inadequate gas supplies	5%
Gas is not labelled and refilling also takes time to be done.	2%
Poor communication	1%
Encourage the Use of electricity by Facilities and provide fridges	1%

2.8 Evaluation of staff personality and skill

Staff that listens to customers' requests and complaints (9.56) is the most important attribute considered by the customers followed by staff that gives correct information always and is well informed.

Table 14 showing the evaluation of staff personality and skills.

	Importance		Satisfaction	
	2012	2013	2012	2013
Staff that is empathetic		9.25		7.98
Staff that is smart	9.3	9.27	8.2	8.17
Staff that is courteous		9.31		8.09
Staff that is friendly	9.4	9.32	8.2	8.3
Staff that is adequate in number	9.4	9.36	7.1	7.47
Staff that is patient		9.39		7.57
Staff that respect customers	9.5	9.41	8.2	8.28
Staff that understands customer's needs and are knowledgeable		9.42		8.08
Staff that is honest (integrity)	9.5	9.43	8	8.22
Staff that is time conscious	9.5	9.43	7.4	7.7
Staff that is quick and efficient		9.45		7.8
Staff that communicates frequently on status of orders placed	9.5	9.48	6.7	7.24
Staff that is flexible to accommodate customer needs	9.5	9.48	7.2	7.51
Staff that is always reliable and available when needed	9.5	9.51	7.1	7.49
Staff that is professional	9.6	9.51	8.1	8.34
Staff that gives correct information always and is well informed		9.53		7.88
Staff that listens to customers' requests and complaints		9.56		8.07

Staff that is professional **8.34** is the attribute the health facilities are most satisfied with

Satisfaction by the segments of health facilities on Staff Personality and Skills of NMS

Table 15 showing the satisfaction levels clients perceive NMS staff to hold on personality skills.

	Level of Satisfaction							
	NRH	NRI	RRH	GH	HCIV	HCIII	HCII	DHO
Staff that is honest (integrity)	9.4	6.6	8.2	8.3	7.8	8.2	8.3	8.1
Staff that is empathetic	8.3	7.0	7.9	8.2	7.4	7.9	8.0	7.9
Staff that understands customer's needs and are knowledgeable	8.4	6.8	8.1	8.3	7.9	7.9	8.1	8.1
Staff that is friendly	9.0	6.4	8.1	8.4	8.4	8.3	8.4	8.2
Staff that respect customers	8.7	8.0	8.2	8.4	8.3	8.2	8.3	8.1
Staff that is courteous	8.0	6.6	8.0	8.3	7.9	8.1	8.1	8.0
Staff that is patient	9.5	7.0	7.6	8.0	7.5	7.4	7.5	7.2
Staff that is smart	9.5	6.4	8.2	8.4	8.2	8.1	8.1	8.0
Staff that is time conscious	8.8	5.4	7.6	8.0	7.5	7.7	7.7	7.5
Staff that is adequate in number	9.0	6.0	7.6	7.7	7.3	7.3	7.5	7.5
Staff that communicates frequently on status of orders placed	6.0	5.0	7.5	7.8	7.2	6.9	7.3	6.9
Staff that gives correct information always and is well informed	8.0	5.8	7.6	8.3	7.5	7.8	8.0	7.6
Staff that is always reliable and available when needed	9.8	5.8	7.7	8.0	7.2	7.3	7.4	7.6
Staff that is flexible to accommodate customer needs	9.0	4.8	7.7	7.9	7.1	7.3	7.5	7.6
Staff that is quick and efficient	9.0	5.8	7.6	8.0	7.5	7.7	7.9	7.8
Staff that is professional	8.5	7.6	8.3	8.5	8.4	8.3	8.4	8.2
Staff that listens to customers' requests and complaints	9.1	6.2	8.0	8.4	8.3	8.0	8.0	8.2



- The table above shows various levels of satisfaction attributes expressed by different segments on staff personality and skills of NMS and those outstanding are shown in red.
- Generally NRH are more satisfied with staff personality and skills of NMS staff

2.8.2 Changes made since 2012 and areas for Improvement on Staff Personality and Skills of NMS.

Figure 32 showing the changes made on the personality and skills by NMS staff since 2012

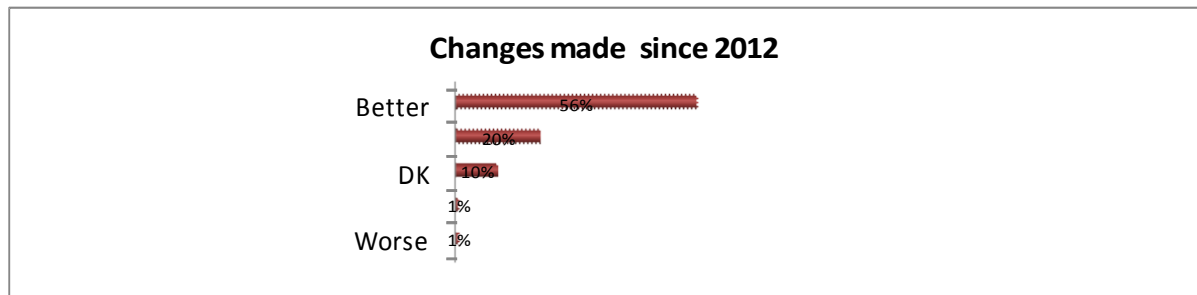
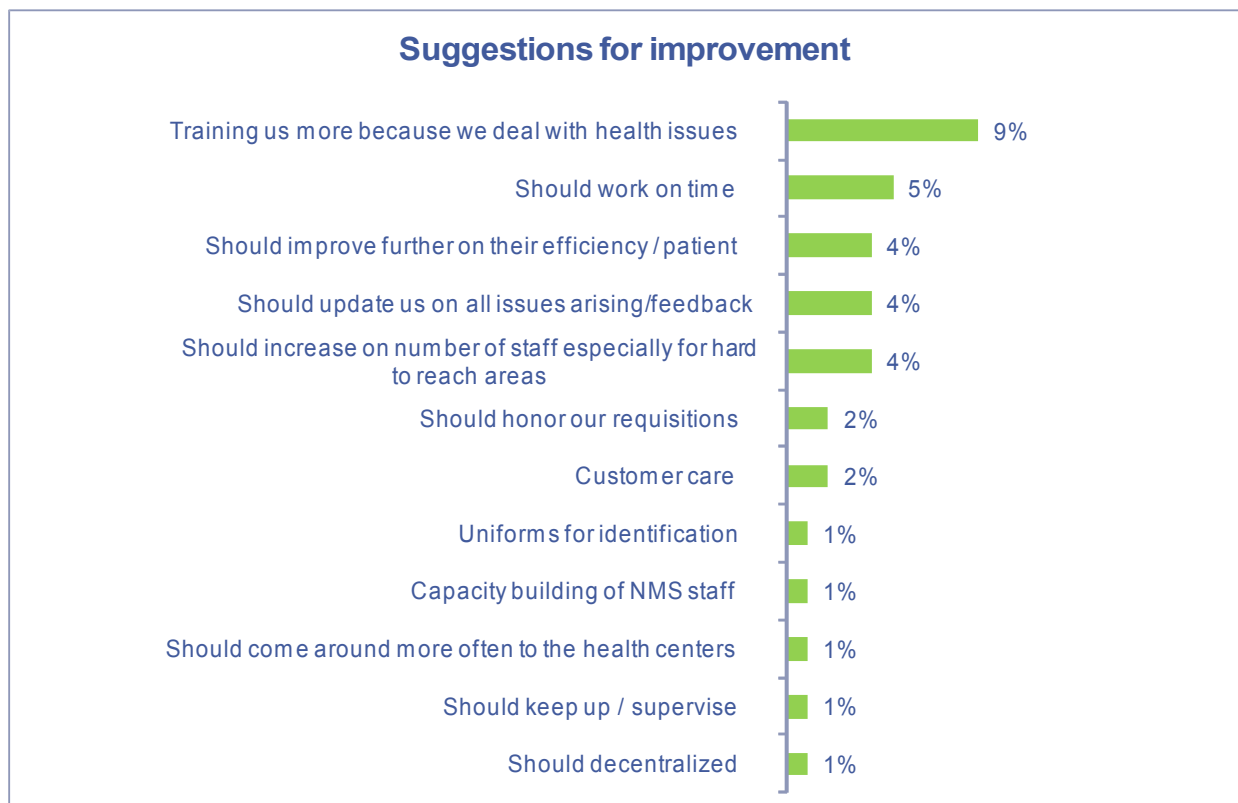


Figure 33 showing the suggestions of improvement on the personality and skills of the NMS staff



- Conducting more training of the clients on health issues and working on time management is what NMS clients consider as key areas for improvement.

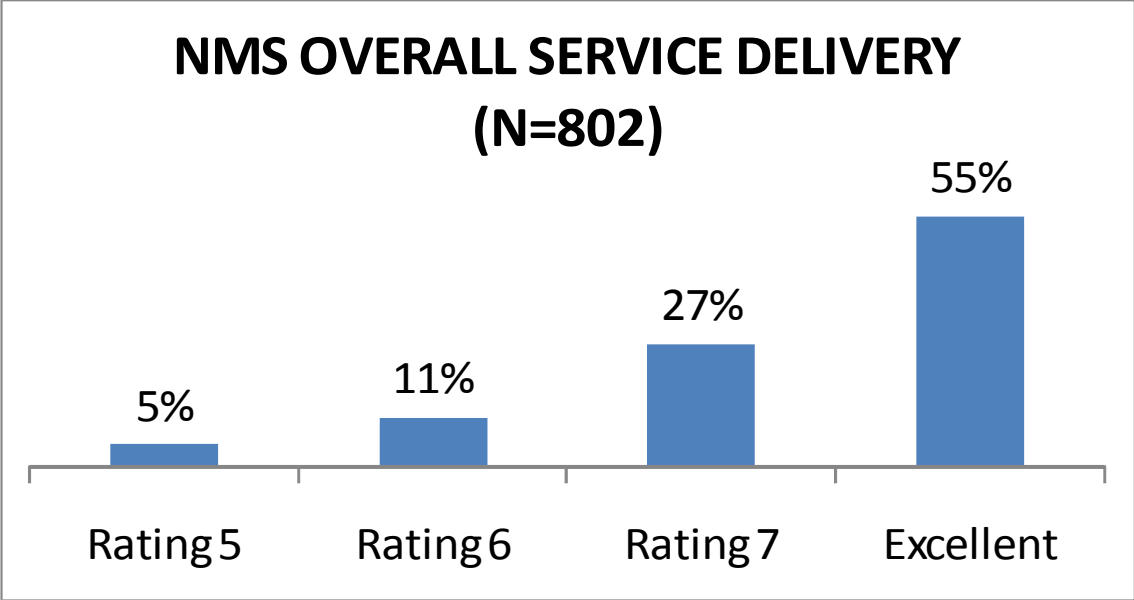


The findings show that NMS has made 56% improvement on staff personality and skills since 2012 though this still falls below the bench mark that NMS targets.

- The CAO, RDC and DMU recommend NMS to constantly improve on their skills through trainings, develop patience and time management skills and holding consultative meetings with stakeholder as areas for improvement

2.8.3 OVERALL EVALUATION OF STAFF PERSONALITY AND SKILLS

Figure 34 showing the NMS overall service delivery of staff personality and skills



Overall satisfaction with staff personality and skills rated at **7.89**

2.1 Figure 35 showing the number of clients who have contacted NMS

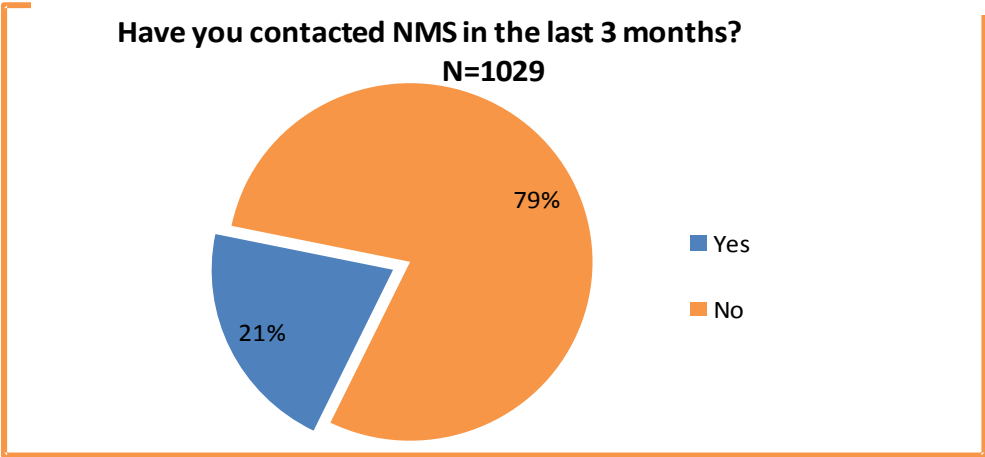


Table 16 showing the reasons for contacting NMS and the proportion using the specific channel

Whom did you contact?	Proportion of persons that contacted NMS using the channel (N=216)
Head office	90 (42%)
Region offices and Customer care representative at region office	132 (61%)
Delivery personnel	40 (19%)
Others	19 (9%)

- Majority of the persons interviewed had not contacted NMS in any way for the last 3 months
- However, the few that reported to have contacted NMS did this through a wide range of channels.
- Most people(61%) have used the customer care representative and the NMS delivery personnel and NMS regional offices
- Almost half (42%) the number of these persons contacted the company through the head office

Mode of contact

The persons interviewed reported to have reached out to most of the contact channels. However, using the telephone alone accounted for over half (52%) the number of all respondents. Letters/written documents were used by the fewest people averaging just 3 per contact channel.

Table 17 showing the mode of contact used to contact NMS

	Head office	Region offices	Customer care representative at region office	Delivery personnel	Other (PLEASE SPECIFY)
Total	90	91	41	40	19
Telephone	47	40	15	11	5
Email	17	11	3	4	2
Letters/Written document	3	6	2	4	1
Physical visit	8	17	7	9	0
Sales officer / NMS staff	0	1	2	0	1
Non staff	0	0	1	0	0
NR	15	16	11	11	10

2.9.1 Let down by NMS



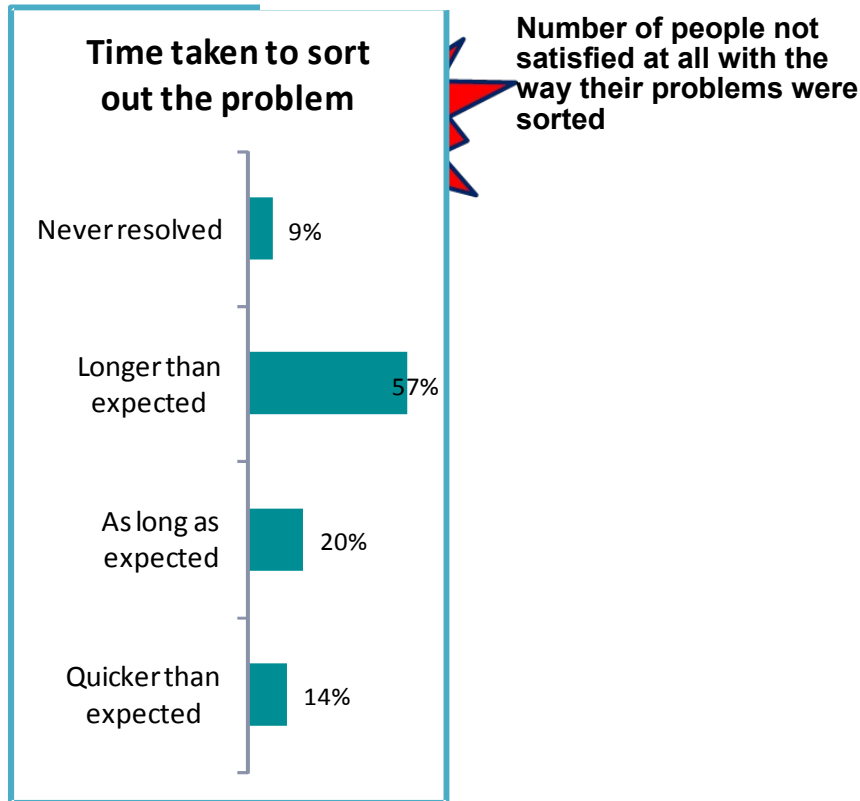
- The number of people that reported to have experienced any problem when dealing with NMS remained high just like the past wave only polling just **3%** below the results from the previous wave.
- Majority of the respondents (**47%**) who felt let down NMS had had this experience in the recent last 3 months.
- It is however interesting to note that more people (**79%**) indicated to have reported the problem to someone at NMS office although over half the number of these people expressed concern that their problems had not been resolved.
- Only **37%** of the **393** respondents that contacted NMS were offered feedback. They reported that this was not done according to the agreed timelines. **249** respondents did not get feedback on time

2.9.2 Resolving customers' complaints

338

Number of people that had their problems sorted

Figure 36 showing the time taken to resolve clients' problems



- Out of 1029 people who responded to this question, 33% acknowledged that their problems were resolved.
- Solving problems for over half the number of these respondents took longer than expected
- Only 49 respondents expressed were contented that their problems were sorted quicker than expected, 25 of these were also very satisfied with the way their problems were resolved
- Problems reported by 29 of the respondents **have never been resolved.**

Trend analysis with previous survey

More people were dissatisfied with the way their complaints were handled in 2013 than in 2012 as shown below.

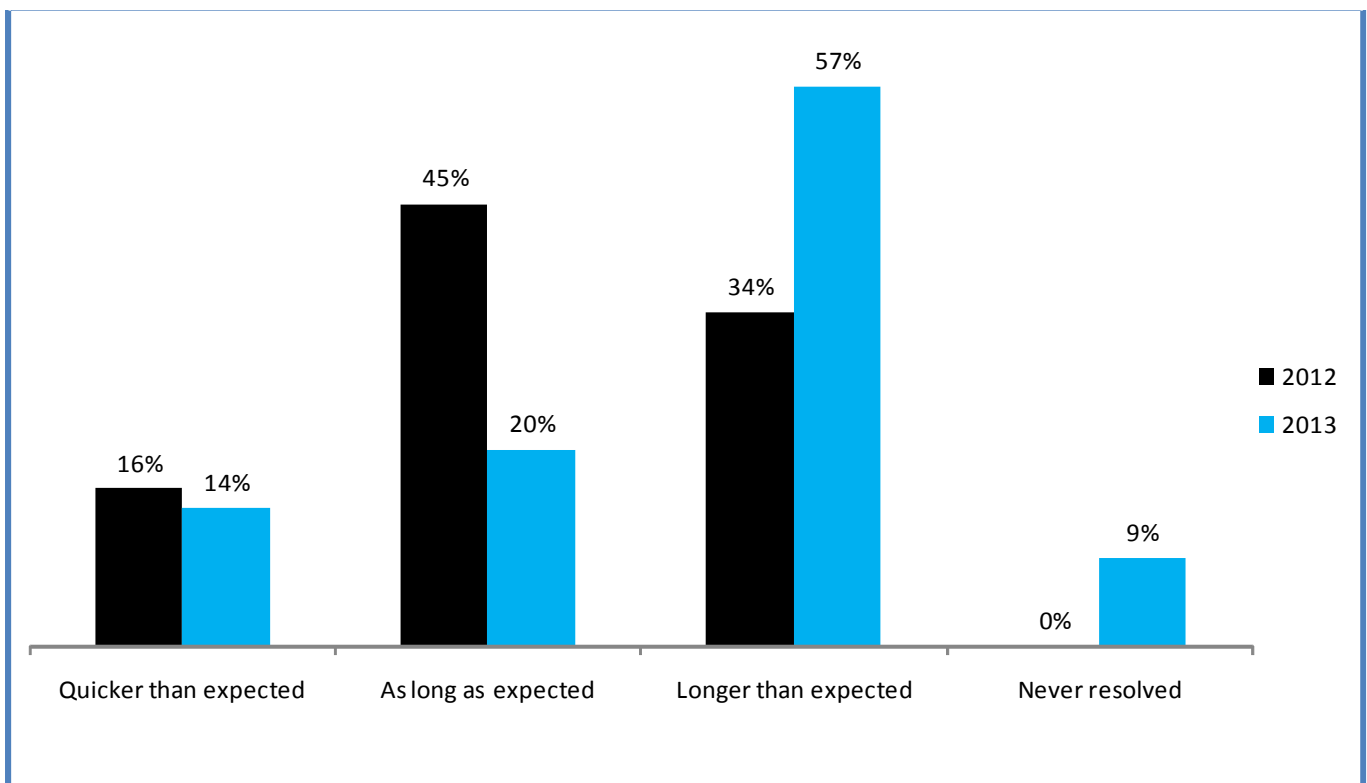
Table 18 showing the relation between 2012 and 2013 complaints

Customer touch point	Where complaint was reported	
	2012	2013
Wave		
Regional / Head office	60%	30%
Regional office and Customer care representative at regional office.	14%	43%
Delivery personnel	15%	18%
Health Sub district	8%	9%

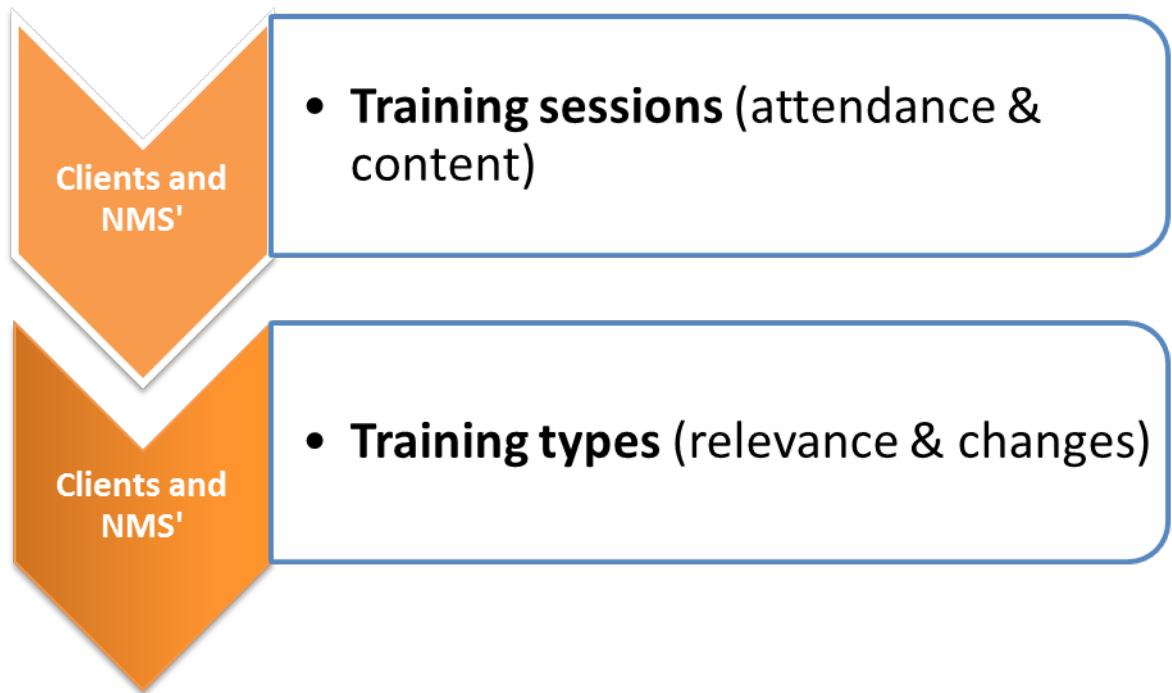
2013: N=338

2012: N=475

Figure 37 showing the relation between 2012 and 2013 problem resolving by NMS



Training services



2.10 Training sessions (attendance & content)

In the last 12 months

- Not every employee received training from NMS.
- This therefore means a lot is desired for NMS to carry out training and include all stake holders
- Attendance of the NMS trainings in the last 12 months was low
- Nevertheless, the following were the themes for the few who attended.
 - ✓ Stock management/ordering 38%
 - ✓ How NMS operates and its logistics 26%
 - ✓ Proper Medicine storage 14%
 - ✓ Sensitization about diseases 6%
 - ✓ Policy on NMS 4%
 - ✓ Record keeping 2%
 - ✓ PCV Vaccines 2%
 - ✓ Composition of basic kits 2%

- Among the other members with in the facility who received training from NMS for the last 12 months had these themes discussed in the training included the following;
 - Drug dispensing/management of stores 40%
 - Ordering of medicines 17%
 - Immunisation & cold chain management 11%
 - Online training/ordering 10%
 - Budgeting for essential medicines/ monthly reports 10%

Training themes in the year.....

2012

- ⇒ Logistics managements or store management (39%)
- ⇒ Handling and prescriptions of drugs (30%)
- ⇒ Book keeping (12%)
- ⇒ Drugs procurement plan (5%)
- ⇒ How to place orders (4%)
- ⇒ Quality control process (2%)

2013

- ⇒ Stock management/ordering 38%
- ⇒ How NMS operates and its logistics 26%
- ⇒ Proper Medicine Storage 14%
- ⇒ Sensitization about diseases 6%
- ⇒ Policy on NMS 4%
- ⇒ Record keeping 2%
- ⇒ PCV Vaccines 2%
- ⇒ Composition of basic kits 2%

Training types (relevance & changes)

Respondents' most mentioned training needs;

- Thorough training on malaria (diseases) **37%**
- Drug maintenance/storage **32%**
- Logistics management/quality control **28%**
- How to access their stock and supplies **17%**
- Usage of drugs **7%**
- Computerised record keeping **6%**
- How NMS operates/services **4%**

44%
tasks

Number of persons that found the trainings extremely relevant to job

Some respondents (19%) agree there have been some changes made in NMS' trainings since 2012.

119 respondents think the trainings have remained the same while more than triple this number (494) don't know as to whether there have been changes or not. (N=897)

3.0 Areas for improvement

- **Storage facilities**
 - ⇒ Having up-to-date records
 - ⇒ Stores are spacious and not congested
 - ⇒ Having control systems in place to check against theft and loss
 - ⇒ Having automated systems with up to date information.

- **Distribution, delivery and Supply systems**
 - ⇒ A distribution, delivery and supply system that is flexible to accommodate emergencies
 - ⇒ Transport facilities that enable the delivery all commodities required
 - ⇒ A distribution, delivery and supply system that is timely
 - ⇒ Transport facilities that are fitted with cold room storage-to fit medicine temperature requirements

4.0 Conclusion and Recommendations

The study concludes that, NMS has made significant improvements on its services since 2012. These improvements are in the areas of;

- Transport, distribution, delivery and supply systems.
- Range, quantity, quality, shelf-life and packing of commodities.
- Staff personality and skills (56%) and storage facilities of medical supplies.

These explain an increase in the level of client's satisfaction on the key attributes of services by NMS. The key attribute include;

- Delivering up to final destination and proper documentation
- Delivering on schedule to ease planning, well appropriate labelled and packaged stoked and supplied for both essential medicine and laboratory supplies.
- Then quality control systems that are carried out systematically and vaccines of good quality.

Due to customer complaint in some of the services offered by NMS, the following recommendations are made for NMS to achieve customer satisfaction on the services it delivers;

- NMS should endeavor to adhere to the orders placed by the clients.
- The key complaints about NMS are related to quantity and quality of commodities supplied, untimely delivery of orders, limited variety of commodities supplied and inaccessible communication mediums, delivery of expired medicine, not delivering essential medicines and lack of consultations with the stakeholders.
- NMS should have a variety of commodities to deliver and also bring vaccines with a long shelf life. NMS should improve on the quantity and consider the quality of the medicines supplied and make timely deliveries of orders. These are the weaknesses identified by NMS clients across segments.

A number of communication have been employed by NMS to disseminate information, but NMS should employ communication media mix in disseminating information to reach out to all its customers. The respondent pointed out that communication vehicle such as computer email is not accessible to some areas; NMS should therefore use SMS or telephone calls in such areas.

Although NMS clients have attended trainings in the past, the coverage was low. NMS should therefore employ participatory approach in identifying the training needs of its clients and customizing the trainings to suite those needs. The clients recommend that NMS should conduct more trainings on malaria (diseases),drug maintenance/storage, logistics management/quality control, how to access their stock and supplies, usage of medicines ,computerised record keeping, how NMS operates/services.

NMS should develop an effective complaints resolution process at all levels of its operation to ensure complaints are resolved within required time. NMS should equip all its customer's touch points (Regional offices, Head offices, Customer care representatives at the regional offices, Delivery personnel) with skills and capacity to resolve client's complaints.