



**14<sup>th</sup> TechNet Conference**  
**Outsourcing Logistics**  
**Riders for Health**  
**Kameko Nichols**



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OUR MISSION IS  
TO MAKE THE  
**LAST MILE**  
**THE MOST**  
IMPORTANT MILE IN  
HEALTH CARE DELIVERY:  
**CREATING,**  
SHOWING AND SHARING  
THE SOLUTIONS FOR  
**ACHIEVING**  
TRULY EQUITABLE  
**HEALTH CARE.**



# Outsourcing Logistics

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- Initial thoughts
- Who are we?
- Why are we here?
- What have we learned?

## Initial Thoughts

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- Riders for Health is just one example of outsourcing – private, not for profit (social enterprise)
- System design must include maintenance!

## Who is Riders for Health?

**Riders is a not-for-profit social enterprise that manages transport operating in African health systems.**

**Systems approach: Focused on providing reliable, scalable, cost-efficient and appropriate transport solutions**

**Emphasis on rural access and experts in difficult terrain**

**Partner with ministries of health (MoHs) and other health partners in 8 countries**

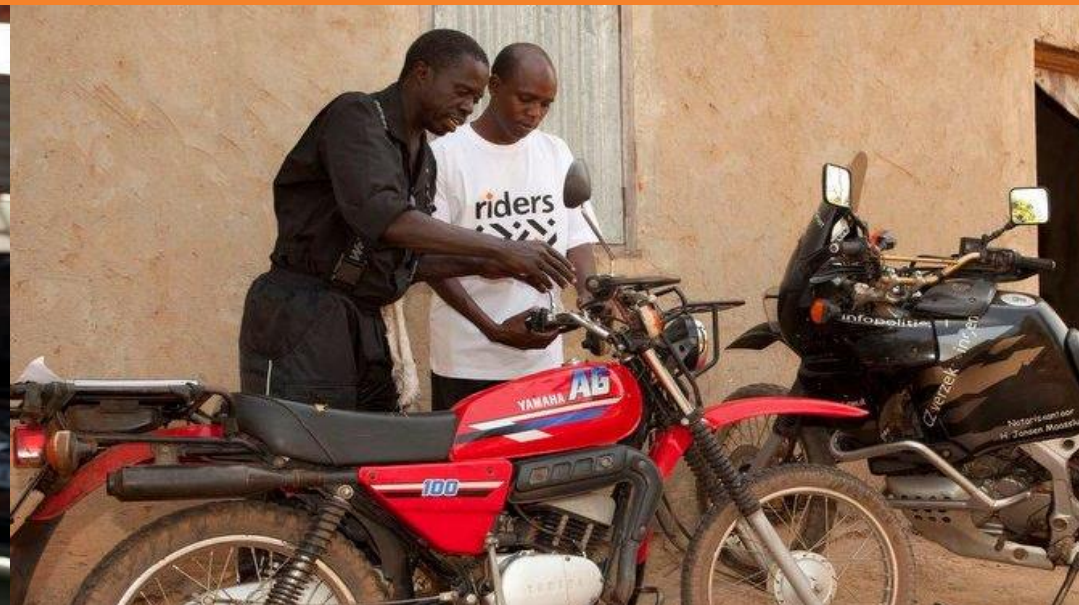


## Strategic priorities

1. Transport enables people to be reached routinely and reliably – direct Riders' management of vehicles
2. Managed transport is prioritized and integrated – advocacy on last mile and appropriate/timely budgeting and planning
3. Effective health delivery is commonplace – broaden the reach by spreading and sharing the Riders' concept

## Our principles: Systems approach

- Offer outsourced end-to-end transport solutions to the MoH and other partners to improve efficiency/coverage of health services
- Upfront planning using measurable and budgeted costs
- Training and procurement
- Preventive maintenance on an outreach basis



## Riders' services

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Riders work in eight countries in sub-Saharan Africa providing ongoing contracted transport services with MoHs and health partners at a not-for-profit fee

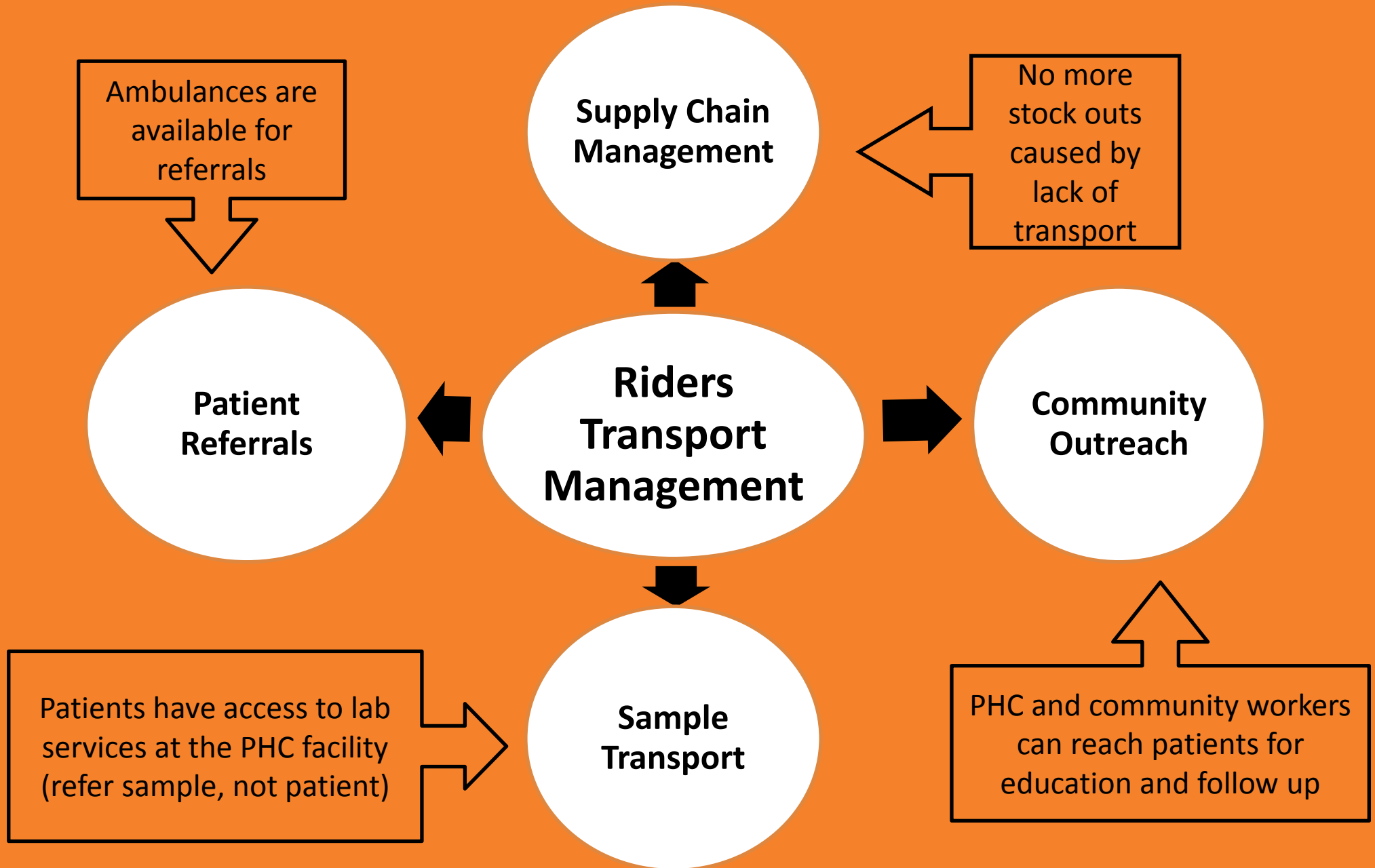
- Fleet management and maintenance
- Sample Transport
- Supply chain distribution
- Emergency referrals

Outside of our current footprint, we can also offer one-off services and consultancy:

- Fleet and logistics planning and budgeting – from procurement to asset disposal/replacement
- Fleet assessments
- Procurement of vehicles, protective clothing and equipment
- Training
- Checking of fleet/transport plans and budgets



# Riders' role in health system



# Management of transport and logistics systems focused on (but not limited to) the last mile

- Distribution of supplies to primary facilities and community-level
- Mobilisation of clinical teams and individual health workers to deliver immunisations on outreach



## Current main projects and activities

- **The Gambia** – end-to-end in-country transport system in PPP with MoHSW covering distribution and immunisation clinics to community level
- **Lesotho** – current project delivering more immunisations on outreach
- **Nigeria, Kenya, Malawi, Zambia, Zimbabwe** – mobilise outreach health workers (EHTs, CHEWs, etc.) who are responsible for many community-level health interventions and education



# Experience in outsourcing

Country	Service	Contract Mgr.	Funding Source	Scale
The Gambia	Full fleet management	MoH	MoH	National
Lesotho	Motorcycle fleet mgmt. and ST	MoH	MoH / Global Fund / CDC Partners	National
Liberia	Full fleet mgmt. and ST	MoH	USG / Private funding	National (rollout currently)
Malawi	ST	CDC implementing partners	CDC	2/3 national with full scale plans
Zimbabwe	ST	The Union	USAID	2/3 national with full scale plans
Nigeria	Distribution, fleet mgmt.	Mixed	Mixed (all non-gov't)	Multiple states
Kenya	Motorcycle fleet mgmt.	NGO partners	Mixed	Provincial level
Zambia	Full fleet mgmt. and ST	Not really a contract	Riders brought outside funds	Two provinces

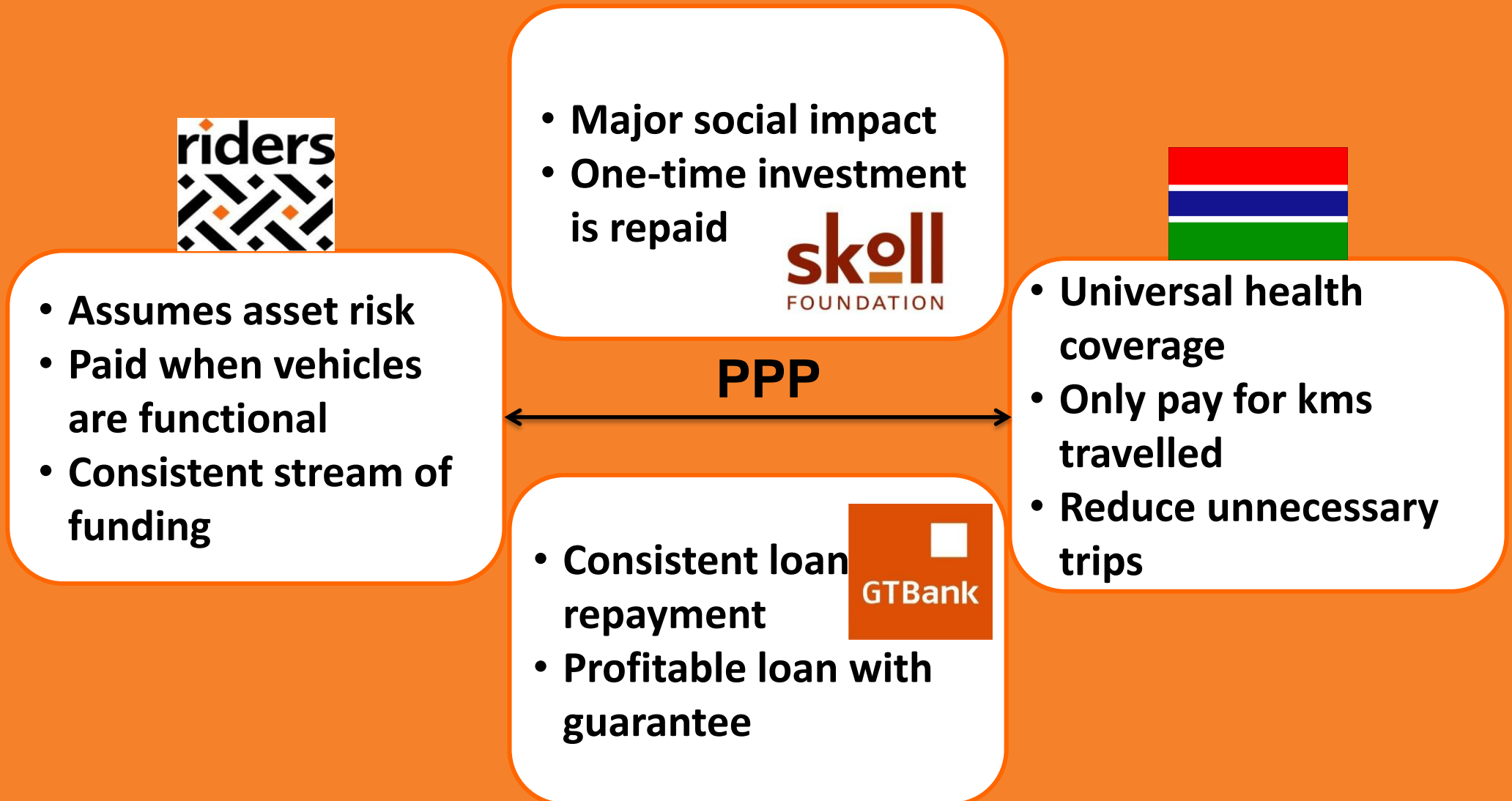
- Riders approached Nigeria-based Guaranty Trust (GT) Bank to provide \$2.2 million loan at low interest rate through credit guarantees from the Skoll Foundation.
- Through Skoll's guarantees and assumption of foreign exchange risk, Riders secured capital for fleet procurement and programme setup, paid back by MoHSW over time to overcome annual budget constraints.



**153 new four-wheeled vehicles and motorcycles**  
distributed by MoHSW throughout the country



## Riders' CPK payment method aligns incentives in the PPP.



# Transport: a useful tool in the health system

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Riders' transport is used by the MoHSW to:

- Conduct outreach clinics used to deliver pre- and post-natal care to women in rural areas
- Carry out mass immunisation campaigns
- Mobilise outreach health workers on motorcycles to reach patients with medicines, supplies (e.g. bed nets), and health education
- Complete emergency referrals from minor health centres to major health centres and hospitals
- Supervise health workers and programmes.



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**Just two negligent  
breakdowns in over  
10 million kilometres  
travelled.**

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**Health workers spend  
50% more time doing  
outreach work.**

**This means they can  
visit 3 times more villages  
each week.**

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**76% of outreach health workers reach villages they were previously unable to reach due to distance or terrain, potential to see 5,000 extra people every week.**

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**Number of outreach clinics cancelled has been reduced by 63%. No outreach clinic has been cancelled due to transport or fuel constraints.**

**(Previously 32% cancellations)**

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**11% more referrals** from health centres to hospitals are completed.



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**Better access to health care  
for 1.7 million men,  
women and children  
across The Gambia.**

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**Employment of 195 staff  
members, including a  
female technician  
apprenticeship,  
all Gambian Nationals**

## Outsourcing requirements

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- Although we have been doing this work for over 25 years, we only work in 8 countries. Why?
- Gov't buy-in and ownership
- Contracting with government in terms of on-time/in-full payments, contract length and capacity/capability for contract management
- Aligning different partners/stakeholders around a common, integrated goal
- Governance/policy issues on payment of private service providers and devolution/decentralisation of payments
- Mistrust of the private sector (even if it's not for profit) or idea of government to directly implement
- Few private sector options at the last mile



## Closing Thoughts

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- Other resources: Guidance document from UN Commission on Life Saving Commodities
  - PRIVATE SECTOR ENGAGEMENT: A Guidance Document for Supply Chains in the Modern Context
  - <http://www.lifesavingcommodities.org/> - in Knowledge Library, under Tools, Guidelines and Job Aids

Thank you

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**For more information, please contact  
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**[www.riders.org](http://www.riders.org)**