

# GUINEA

## Strengthening of Health Systems



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## PROJECT DESCRIPTION

**Country:** Guinea

**Project location:** Conakry, Kankan, Labé and Faranah

**Disaster / Conflict:** Ebola outbreak in West African countries

**Project Duration:** April 2017 to March 2018 (12 months) with 6 months of guarantee period that ended in September 2018

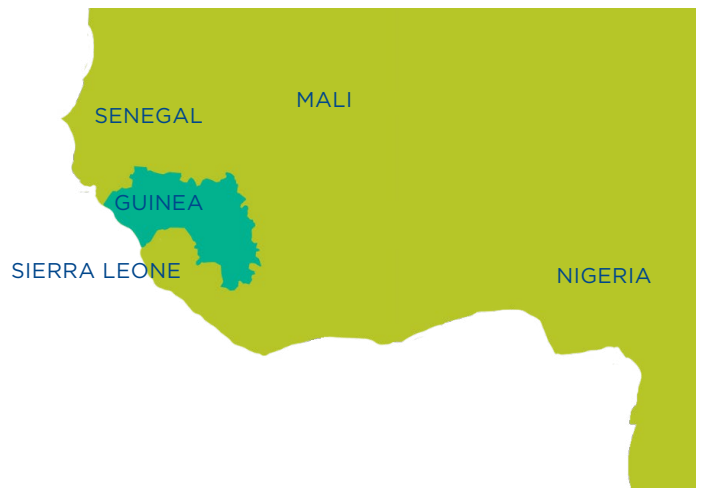
**Target Population:** 4.6 million residents of the 4 regions

**Project Budget (in USD):** \$1,070,092

**Donors:** Global Fund

**Partners:** UNOPS, Central Pharmacy of Guinea (PCG)

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## What did CRS do?

With funding by Global Fund, CRS undertook the rehabilitation, improvement and expansion of existing health infrastructure facilities in Guinea, with the aim of increasing the functional efficiency of four key warehouse complexes. Additional storage space and improvements in storage conditions and flow would allow the Central Pharmacy of Guinea (PCG) to meet the critical World Health Organization (WHO) standards and best practices for good, proper storage and distribution systems. Through this objective, Global Fund and CRS contributed to a strengthened distribution system that would provide equitable access of medicine and health products throughout the Guineans territory.

CRS supervised, controlled and monitored the delegated Project Management Office (UNOPS) on behalf of Global Fund for the implementation of the project and the work of local construction companies. CRS liaised between UNOPS and PCG throughout the project.

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## Background

An outbreak of Ebola virus was declared by WHO in Guinea in March 2014. This followed several deaths from hemorrhagic fevers in the preceding 12 months which were confirmed as cases of Ebola by the Ministry of Health of Guinea. In May 2014, the outbreak reached the capital, Conakry, and soon spread into neighboring countries. The WHO mobilized resources to combat the spread of disease in West Africa through awareness campaigns. A total of 28,616 cases were reported in Guinea, Liberia and Sierra Leone, with 11,310 deaths. The Public Health Emergency of International Concern was lifted on March 29, 2016.

## Problem Statement

The WHO identified the underinvestment in health-care infrastructure as a factor in exacerbating the West Africa Ebola outbreak. Many of the Pharmacy Centre of Guinea's facilities had been neglected due to lack of funding, and were no longer suitable for use due to run-down structures, access and security issues, and inadequate storage capacity for specialist equipment, treatments and consumables. This meant that supplies to counteract public health issues, such as malaria and Ebola outbreaks, could not be pre-positioned in communities that needed them, which may have contributed to treatment delays and the preventable spread of disease and fatalities.



Housing facilities (roof leaking, damaged ceiling, non-functional toilet and without perimeter slab), Kankan, before.

Photo: CRS



Housing facilities (back and left view), Kankan, after.

Photo: CRS



## Project Process

The primary aim of this project was to increase the specialist storage capacity of the Pharmacy Centre of Guinea in order to contribute to improved preparedness to respond to future public health issues and outbreaks, especially Malaria. PCG had identified four regional warehouse locations with the greatest need to refurbish facilities. These four locations served 53% of Guinea's total population of 10.6 million people (2014 census). The Ministry of Health Guinea contracted CRS Guinea to manage the project, which it carried out in partnership with UNOPs. Facilities that were rehabilitated and refurbished at the four sites included:

Facilities	CONAKRY	LABE	KANKAN	FARANAH
Main consumables warehouse, including:	✓	✓	✓	✓
• Mosquito net storage	✓			
• Antimalarial storage	✓			
• ARV storage	✓			
• Kit storage	✓			
• Solute storage	✓			
New Warehouse Expansion			✓	✓
Inflammables warehouse		✓	✓	✓
Housing facilities		✓	✓	✓
Guardhouse		✓	✓	✓
Maintenance garage		✓	✓	✓
Generator room			✓	✓
Cold room		✓	✓	✓
Staff motorbike parking shed			✓	✓
External toilets	✓		✓	✓
Water borehole	✓	✓	✓	✓
Security fence and entry gate	✓	✓	✓	✓
Epidemiological warehouse		✓		
External drainage and path walks	✓	✓		
Partners' Warehouse		✓		

Across the four sites, the repairs and rehabilitation activities included:

- Reinforced concrete waterfronts for deliveries, and basement wall and foundation protection.
- Paving in reinforced concrete (external) and floor screed (internal).
- Replacement of open partitions with block walls.
- Reinforced concrete columns and lintels.
- Correction and treatment of cracks in walls, floors and ceiling.
- Electricity connection, internal wiring and replacement of electric devices.
- Installation of solar panel electricity providing system.
- Plumbing connection, installation of supply and draining pipes, and replacement of plumbing fixtures.
- Water supply system improvements, including repair of boreholes, water tank supply, and replacement of water tanks with those of greater capacity.
- Sealing of water leaks on roof, including replacement of metal sheets where necessary.
- Installation of roof gutters and drain pipes.
- Manufacturing and installation of metal doors and gates with rolls and tracks.
- Manufacturing and installation of aluminum and glass doors.
- Creation of new window openings and installation of security bars.
- Replacement of damaged window glass.
- Tidying of natural environment including pruning trees, weeding, clearing scrubs, and planting trees and lawns for green spaces.
- Painting of warehouse building and other facilities.

Specific activities carried out included:

- Warehouse expansion in Faranah and Kankan to increase storage capacity.
- Conversion of motorbike parking into guard house in Labe.
- Conversion of DRS parking into partner's warehouse in Labe.



Main Warehouse (Deterioration of roof, ceiling, doors & locksets, paint on walls), Faranah, before.

Photo: CRS



Main warehouse (front and right view), Faranah, after.

Photo: CRS

“Thank you, CRS and Global Fund. Through this initiative, PCG had strengthened its capacity to manage the timely distribution of drugs and medicine in the country. Now, Guinean people have equitable access to drugs and medicine in four regions, a life saving support in the event diseases shall strike Guinea again. We hope, CRS could extend this support to PCG Boko and burnt facilities in PCG Main Conakry Site.”

– Moussa Konate, PCG Director



Epidemiology Warehouse (Rain water is passing through the wall air slots. Demolish air slots concrete and install permanent windows with security grilles. Provide ramp to access stock room #2), Labé, before.

Photo: CRS



Epidemiology Warehouse (front and right view), Labé, after.

Photo: CRS

CRS managed the construction progress remotely via monthly supervision and location control visits, during which remedial and correction works would be identified and ordered as needed.

Prior to the handover of PCG facilities, CRS, UNOPS and PCG Staff conducted a maintenance training to discuss the expected life span of building materials, solar panel system, water pump operation and maintenance procedure. This was to ensure that timely maintenance procedures will be followed to prolong the lifespan of newly installed equipment and building materials.

The improvements to the storage capacity and supply chain system was of immediate benefit to Ministry of Health Guinea. It helped to increase the accessibility of pharmaceutical drugs throughout the four regions, as well as strengthened inventory management and better-quality data that should lead to cost savings. CRS augmented these physical improvements by a simultaneous project led by Chemonics, which provided training for PCG warehouse staff on SAGE logistics and finance software. This was complemented by a consultant who supported implementation of proper stock rotation and warehousing practices.

### Participant Selection

The four refurbished warehouses were selected based on their condition, and the needs identified by Ministry of Health Guinea and the Pharmacy Centre of Guinea. The improvements benefit approximately 5.6 million people across the four regions.

### Learnings & Recommendations

As with many infrastructure projects, the warehousing construction and refurbishment element of the project was not without its challenges. Delays were caused by the partner’s slow approval processes, the regions’ poor road network during the rainy season, and a lack of alternative facilities to move warehouse materials and staff offices while to whilst work was underway. Key learnings included:

- To ensure that validation and approval periods are factored into project timelines.
- To make plans for vacating warehouse spaces and identify suitable alternative premises before the project begins.

### Acknowledgements

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