

Thematic framework explaining the themes, sub-themes, and issues associated with the difficulties of local pharmaceutical manufacturers operating in country.

Themes	Subthemes	Codes (Issues)
Source of challenges in strategic planning and implementation	Challenges in strategic planning and implementation	Not implemented of strategic plan
		Not having a clear directives, rules and regulations
		Lack of clear communication and feedback system
		Lack of clear accountability
Challenges of efficiency in pharmaceutical production	Reduced production capacity	Operates below its actual capacity
		Exist without any growth
		Decreasing production rate
		Lack of maintenance
Challenges faced in international finance	Challenges related to forex and foreign exchange rate fluctuation	Lengthy waiting list for hard currency
		Deficiency of forex
		Fluctuation of exchange rate
Challenges related to regulation	Challenges related to product registration and laboratory testing	Product registration was a lengthy
		Having small number of market authorized medicine
		Long product test waiting time

Challenges in supply chain management	Challenges related to procurement and importation	Forced to quote with local currency during international competitive bidding
		Long lead time
		Unavailability of material in the country
		Discontinuing the 30% advance payment
Challenges related to Human Resource Management	Challenges of talent, retention and training of personnels	Shortage of skilled experienced personnel
		High turn over
		Lack of training
Challenges of the infrastructure	Challenges related to facilities	Problem related with plant infrastructure
	Challenges related to utilities	Malfunction or nonexistent of HVAC system
		Inadequate water purification facilities
Root cause analysis and methods to tackle the challenges	Root cause of the challenges	Lack of awareness about the sector
		Poor coordination among stakeholders
		Poor exportation practice
		The unavailability of API manufacturer
	Potential approach	Procure the material by parent company abroad
		Export to west Africa

		Depositing the money in different banks
Technical assistance and support	Technical aid	Providing training
		Giving testing priorities
	Support	Providing preference in government procurement procedures
		Bank offers subsidized loans
Suggestions and area of improvements	Preference	should give priority to pharma companies
	Advantageous situation	creating a conducive environment to attract investors
	Pooled procurement	Make available basic raw materials imported in bulk from abroad
	Advance	Strengthen of regulatory bodies