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## **Enhancing Country-based Change in Human Resources for Health Supply Chains - A Stepped Approach for Capacity Development**

Dr Andrew Brown, People that Deliver  
Dr Lloyd Matowe, Pharmaceutical Systems Africa

Dakar, Senegal

## 1. The ***People that Deliver Initiative***

WHAT is PtD and HOW does it work?

## 2. The ***health supply chain workforce***

WHY does it matter?

## 3. The **HR building blocks for SCM**

Explaining a systematic approach

## 4. Making ***country based change*** happen

Tools & approaches for sustained improvement

## 5. Application in the PtD focus country ***Liberia***

# 1. The People that Deliver Initiative

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*Improving health outcomes by promoting sustainable workforce excellence in health supply chain management*

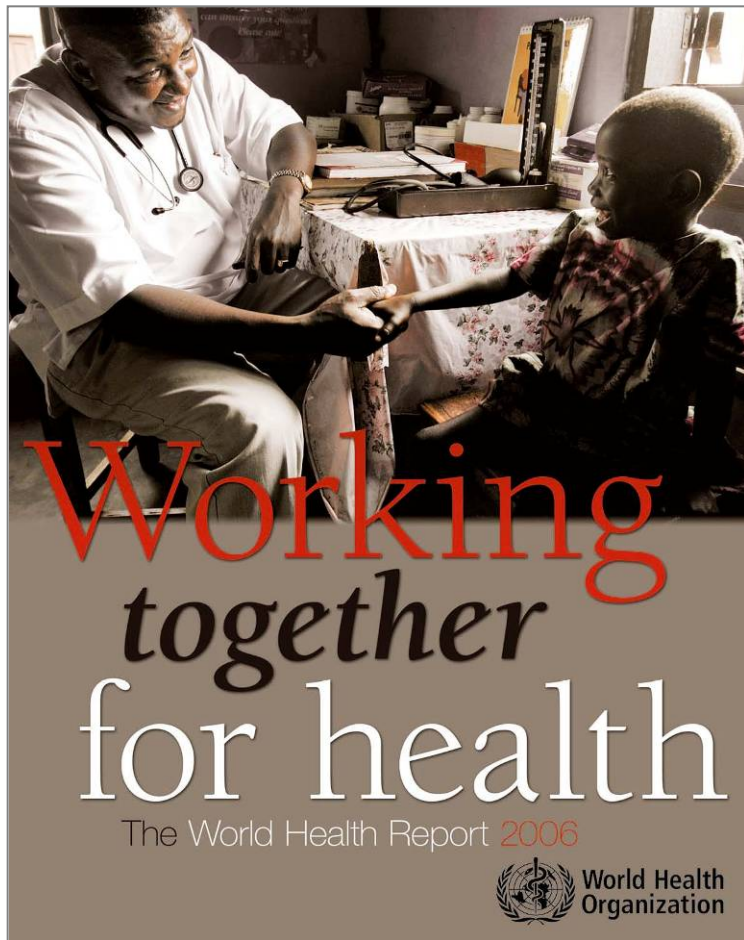
70+

member  
organizations

- country governments
- international agencies
- academic institutions
- implementing partners
- Non-governmental organizations
- private companies

## 2. Global shortage of health workers

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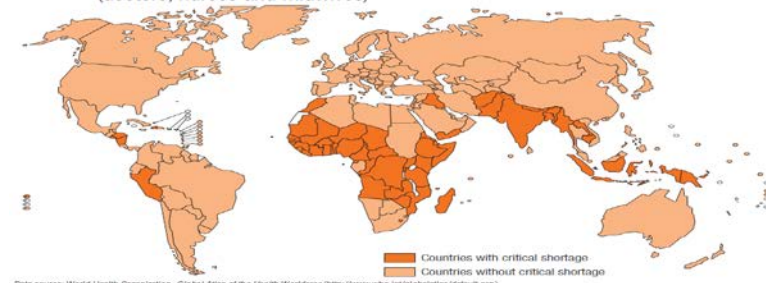
### Shortage of 4.3 million health workers globally

2.4 million doctors, nurses and midwives

1.9 million management and support staff, including health administrators, managers, and logisticicians

### 57 countries with critical shortages

Figure 3 Countries with a critical shortage of health service providers (doctors, nurses and midwives)



Date source: World Health Organization, Global Atlas of the Health Workforce (<http://www.who.int/globalatlas/default.asp>)

'Imagine' health worker video:

<http://www.youtube.com/watch?v=tCSmIYmPOi4>

## 2. The desired paradigm for HR in SCM

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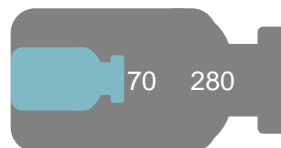


### Characteristics

- Long term focus
- **Requires reform of perceptions, policies and practices**
- Converts existing expenditures into investment
- **Capacity benefits accumulate over time**
- Inherently sustainable and country-driven

## 2. Immunisation supply chain risk will increase 2010 to 2020

Growing volume (cm<sup>3</sup>) to vaccinate per child<sup>1</sup>



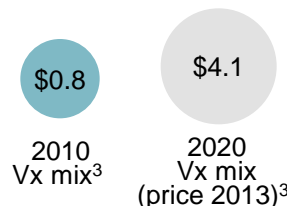
↑ 4x

Increasing number of doses in GAVI countries<sup>2</sup>



↑ ~6x

Introduction of more expensive vaccines<sup>3</sup>



↑ ~5x

Increase in stock keeping units per year for GAVI vaccines<sup>4</sup>



↑ ~2x

GAVI Supply chain requirements

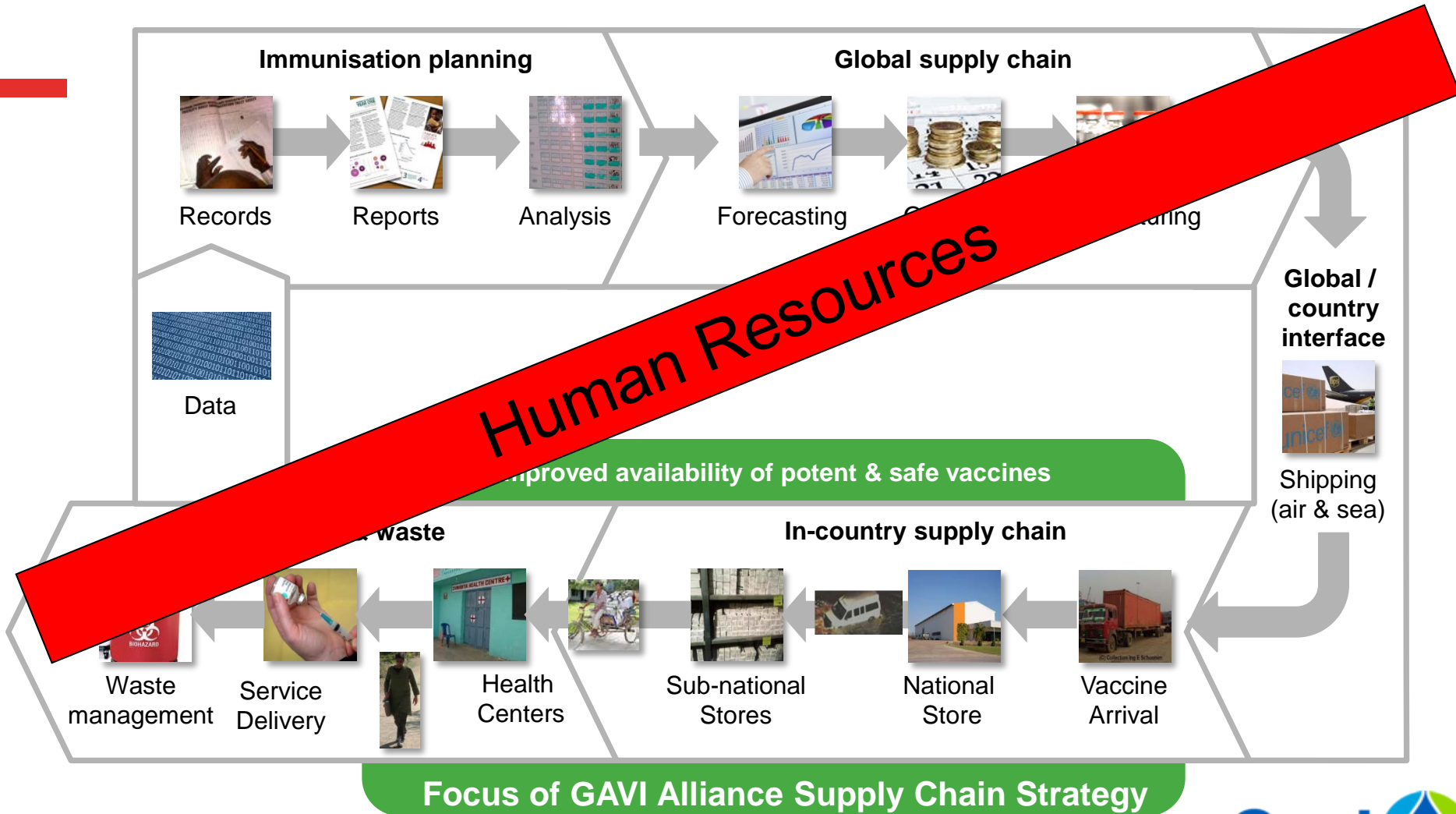
■ 2010 ■ 2020



1. UNICEF Supply 2012 Financial report, WHO data for Pneumo and Rota vaccines, and HPV (only for girls); 2. 2010: GAVI Shipment Data; 2020: GAVI SDF Forecast; Including volume for GAVI future graduated countries; 3. Comparison based on 2013 Price; 2020 Vaccines include: Rota, Pneumo; HPV; 2010<sup>1</sup> vaccines include: YF, Measle, DPT, OPV (UNICEF SD); 4. GAVI Background SDF Information; 2010<sup>1</sup>: estimates based on 2009 data; 2020: estimates based on 2013 forecast;



## 2. Immunisation supply chain: an interconnected system involving flows of goods, funds and data



### 3. Five building blocks of HR for SCM

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**Block 1  
Engaged  
Stakeholders**



**Block 2  
Optimise  
Policies &  
Plans**



**Block 3  
Workforce  
Development**



**Block 4  
Increase  
Performance  
& retention**



**Block 5  
Profession-  
alisation  
of SCM**





### 3. How to Assess HR for SCM

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- USAID DELIVER Project with PtD
- Human [Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool](#)
- Dashboard of the five building blocks



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## Supply Chain Systems Strengthening »

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## Human Resources for SCM

### Human Resources Assessment

An effective public health supply chain requires motivated and skilled staff with competency in various essential logistics functions; staff must be empowered to make decisions that positively impact health supplies and supply chains. In many countries, a lack of trained staff is a frequent cause of supply chain system breakdown and poor performance, resulting in poorly maintained information systems, ill-functioning product management, and, ultimately, product stockouts.

### Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool

The USAID | DELIVER PROJECT and [People that Deliver](#) have developed a toolkit to help public health supply chain managers in developing countries assess and improve the management of their human resources. It provides a structured, rating-based methodology designed to collect data needed for a rapid, comprehensive assessment of the capacity of the human resource support system for a country's supply chain.

Data are gathered from a document review, focus group discussions, and in-country stakeholder interviews to identify the strengths, areas for improvement, opportunities, and challenges for a wide range of human resource inputs and components. Findings are transformed into specific recommendations and strategies

## HR Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool



USAID DELIVER PROJECT

Human Resource Capacity Development in Public Health Supply Chain Management: Assessment Guide and Tool



June 2013  
The authors are grateful to the World Bank, the Department of Health and Human Services, and the Department of Health and Human Services for their support in developing this tool.

[» Assessment Guide and Tool](#)  
[» Diagnostic Dashboard](#)

Assessments completed in at least 14 countries:

Burkina Faso, Dominican Republic, El Salvador, Ethiopia, Ghana, Guatemala, Indonesia, Liberia, Mozambique, Namibia, Nicaragua, Rwanda, Tanzania, Zimbabwe

# 4. Making country change happen. The PtD Stepped Approach

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## Step 1

- **Assess your current approach to HR in health SCM**

- [‘HR Capacity Development in Health SCM: Assessment Guide and Tool’](#)

## Step 2

- **Map competencies for all cadres engaged in health SCM activities**

- [‘PtD Competency Compendium: Health Supply Chain Competency Mapping in Namibia’](#)  
[‘The PtD Health Supply Chain Competency Framework for Managers & Leaders’](#)

## Step 3

- **Prepare a health SC strategic plan with a strong HR component**

- ‘Gavi People and Practice Priority working group strategic planning tool kit’ (published soon)

## Step 4

- **Assemble operational plans that align with Step 3 & use Step 1**

- [‘Country Guide: Applying for Health Supply Chain Management Development Funds’](#)

## 4. Making country change happen. Key levers of change



### ✓ **Governments:**

Do they understand the importance of HSCM and its HR component and what is required to sustain HSCM?

### ✓ **SCM Managers with strong Leadership:**

At the right level in the HR structure and with the right competencies

### ✓ **Development Partners:**

With an understanding of what is needed to sustain health supply chains and a consistent in country message to engage governments

(GAVI Alliance, Global Fund, UNFPA, UNICEF, USAID)



## 5. Application in the PtD focus country *Liberia*

Dr Lloyd Matowe  
Pharmaceutical Systems  
Africa



# Statement of the Problem 1

- The Ebola epidemic accentuated the challenges of an already weak HSC.
- The disruptions in provision of routine services, with inability of the system to adequately respond to the epidemic and a loss of community trust in services.
- Inadequately trained staff is chief among the causes of the supply chain weaknesses in Liberia.
- Currently, most supply chain management functions, are performed by untrained or inadequately trained staff, some with as little as three years of formal education (particularly at SDPs).



# Consequences of Inadequate Capacity to Manage the Supply Chain System

Product	Percentage/Number of Facilities Stocked-out HF = 690	
	July 2014	July 2015
Depo-Provera	64% (442)	<b>43.1%(297)</b>
Ergometrine	90%(621)	20%(138)
Microgynon 30	66%(455)	33.75%(233)
Male condoms	71%(490)	<b>30%(207)</b>
Oxytocin	78%(538)	18%(124)

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## The Action

- Funded by the RHSC Innovation Fund, Pharmaceutical Systems Africa, together with the Supply Chain Management Unit (SCMU) of the Ministry of Health and Social Welfare (MOHSW) and the University of Liberia, and supported by the PtD Initiative, worked to develop a roadmap for SCM training in Liberia.

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## Objectives of the Project

The specific objectives of the project included the following:

- Map SCM training activities in Liberia (both pre- and in-service)
- Assess SCM training curricula in the country (by cadre and by level of training)
- Develop a SCM training road for the country (based on competency framework, training capacity, and resources available)
- Adapt the SCM Training Road Map into policy.

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# Approach

- Desk review of key documents, such as MOHSW workforce and job descriptions
- Key informant interviews with key SCM personnel
- Focus group discussions
- Stakeholders' consensus meetings

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## Map SCM Training Activities

This activity included establishing the following:

- The number and location of institutions providing SCM training
- The qualifications and capacity of persons providing SCM/Training
- The cadres in the system who received any form of training in SCM (including competence mapping by cadre)
- The number and nature of other organizations providing SCM training courses (mainly in-service)

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# Develop a Training Road Map

- A clear road map for SCM training developed
  - Existing competences
  - Institutional requirements
  - Curricula requirements
  - Resource requirements (human and financial)
  - Timelines for implementation
- Full version available from the PtD Website.



# Get engaged with PtD



- Become a PtD member (go to [www.peoplethatdeliver.org](http://www.peoplethatdeliver.org))
- Join a PtD working group (e-mail [info@peoplethatdeliver.org](mailto:info@peoplethatdeliver.org))
- Become a PtD Twitter follower (@PplthatDeliver)
- Update LAPTOP with SCM courses offered by your own institution ([www.rhsupplies.org/resources-tools/laptop](http://www.rhsupplies.org/resources-tools/laptop))
- Tell us your HR for SCM stories or projects
- Advocate for HR for SCM within your organization and country based offices
- Use PtD tools and evidence and ...





# Questions

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- Which HR building block does your current HR issue relate to?
- How may the tools in the PtD Stepped Approach to Capacity Development assist you?

***“At last, someone has recognized the work of the supply chain team, because [our] superiors never do.”***

*- Yesenia Aguirre de Barahona  
Paracentral Region Warehouse  
El Salvador*



