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# Assessing HR for the Immunization Supply Chain A Holistic Approach

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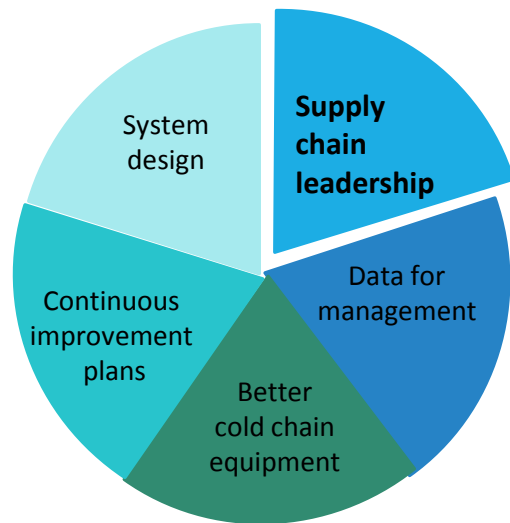
# This Presentation

- Case for Holistic HR Assessment
- Methodology
- Findings from multi-country study
- Critical success factors for country uptake
- Conclusion

# Background

- In 2014, Gavi Alliance partners approved an Immunisation Supply Chain Strategy

If we help countries put in place the supply chain fundamentals...



...then EPI will begin to reach the objectives of vaccine that is...



**Available**

- In the right place at the right time



**Potent**

- Providing a high level of immunity



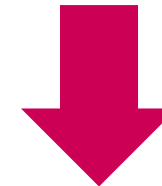
**Efficient**

- Resources used for best purpose

...helping to achieve the desired results:



**Vaccine coverage & equity**



**Under-5 mortality**

# The ISC strategy fundamentals



## Leaders

### Supply chain leadership

- Ensure dedicated supply chain leaders are in place at all levels of the health system with the right capabilities, authority and accountability .



## Plans

### Supply chain management and improvement plans

- Support development and implementation of continuous and comprehensive supply chain management plans.



## Data

### Supply chain data for management

- Track and use supply chain performance metrics to make strategic and operational decisions.



## Cold chain equipment

### Supply chain cold chain equipment

- Enable countries to get the right equipment in place.



## System design

### System design (select countries only)

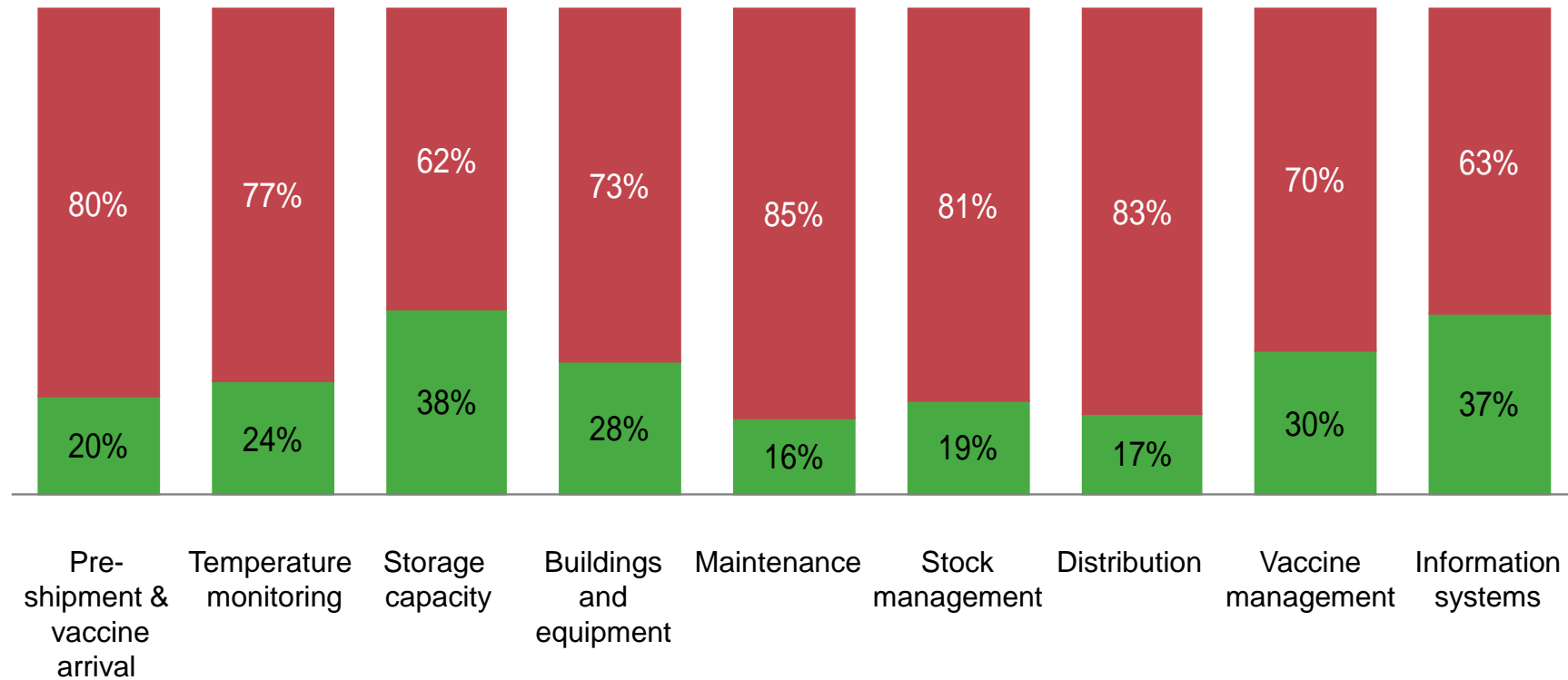
- Support priority countries in improving system design.



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# Alignment with the EVM approach

Average scores for 57 countries (WHO)



**EVMA: Limited focus on HR !**



# Existing HR Assessment Tools

- HRM Assessment Approach (CapacityPlus, 2013)
- HR Capacity Development in Public Health SCM (USAID, 2013)
- Competency Compendium for Health SCM (PtD, 2014)
- Discrete Choice Experiment for the Health Workforce (WHO, 2012)
- Workload Indicators of Staffing Needs – WISN (WHO, 2010)
- Health Workforce for Universal Health Coverage (WHO, 2016)
- 4-Step Approach to HR Development (PtD, 2014)





# Holistic Approach

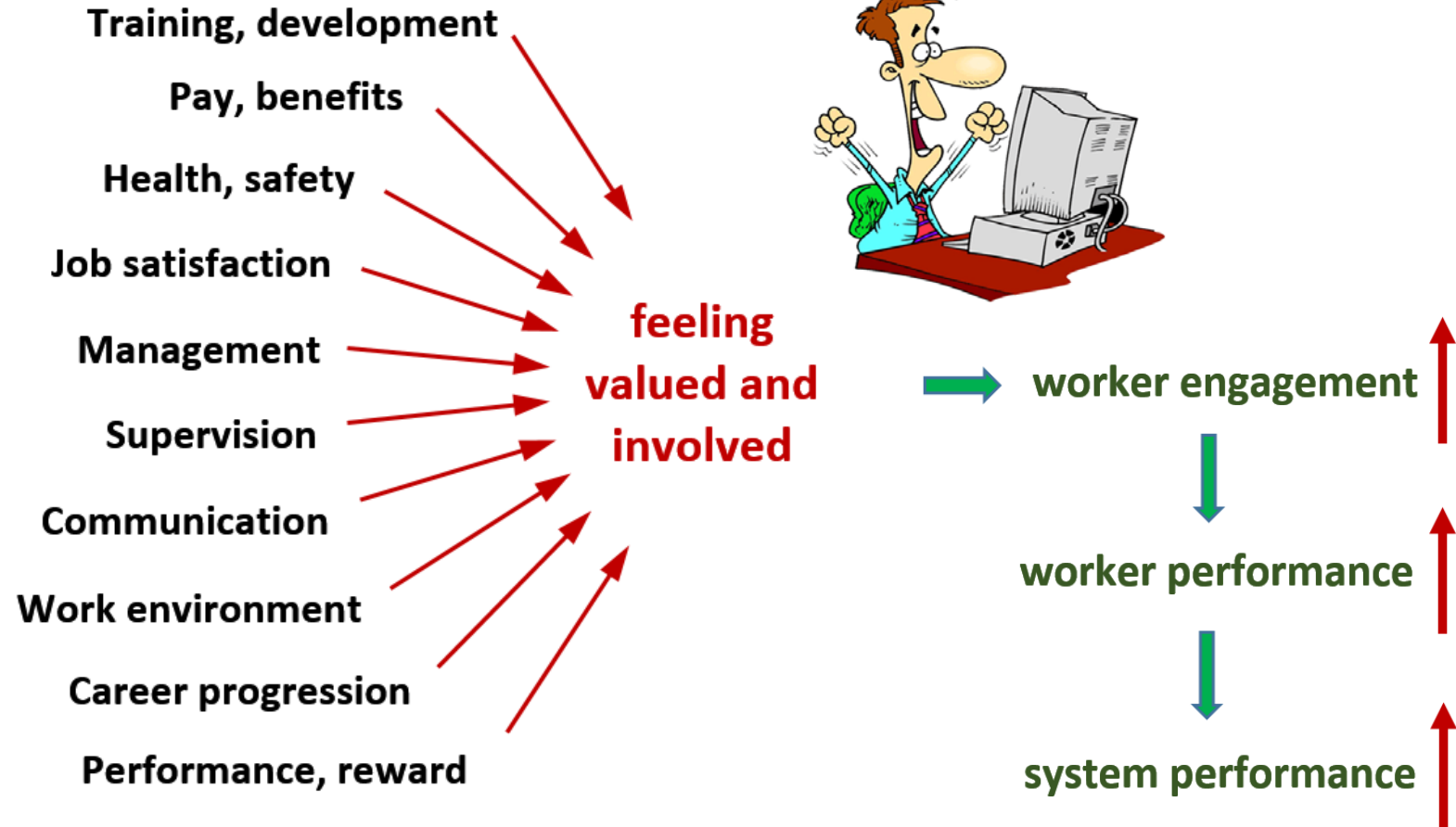
Why the need for an additional tool?

- ✓ Look at HR for ISCM holistically
- ✓ Rapid, Lightweight
- ✓ Integrated with the Comprehensive EVMA and Improvement Plan



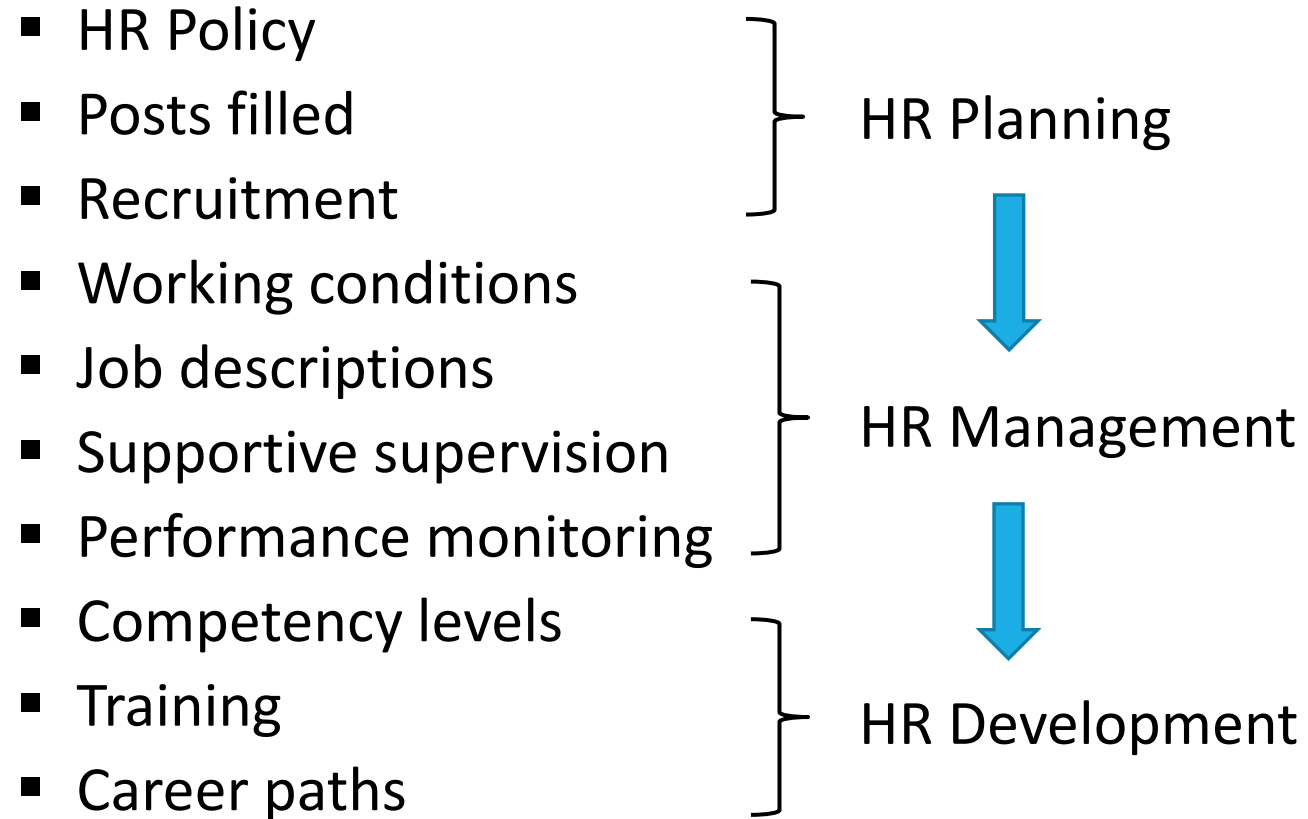
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# Holistic Approach





# HR Indicator Framework

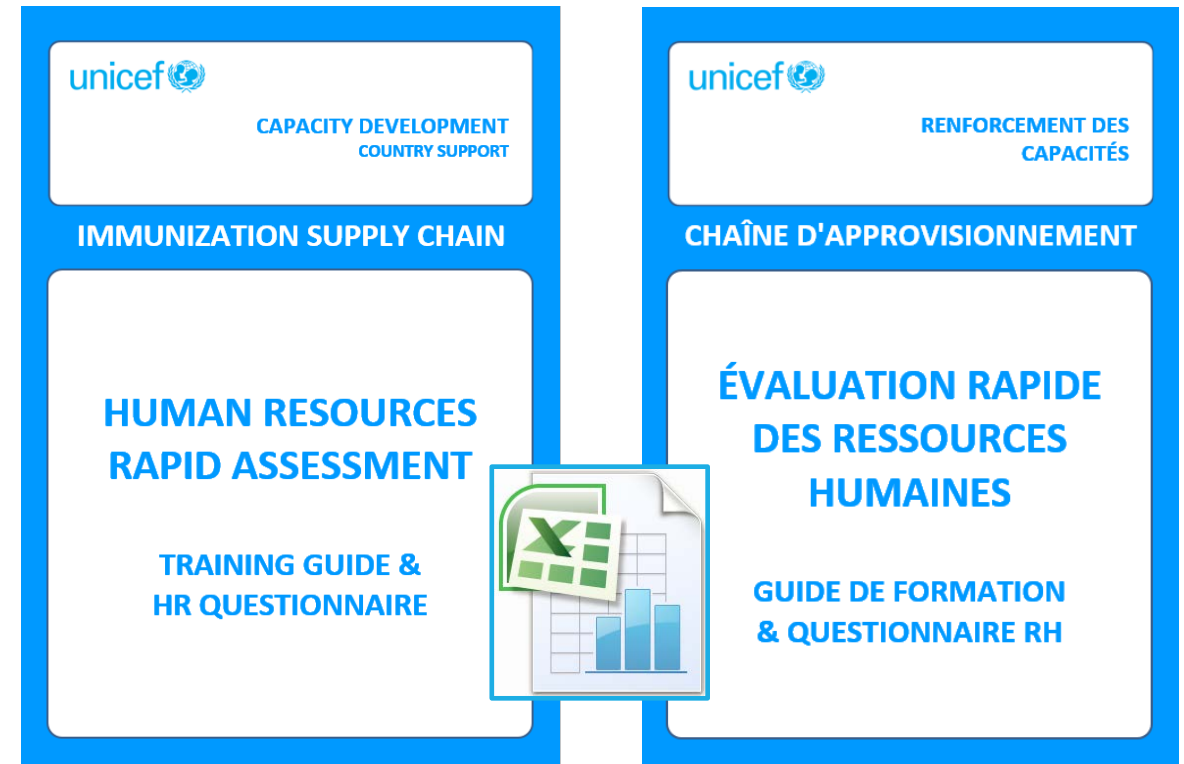




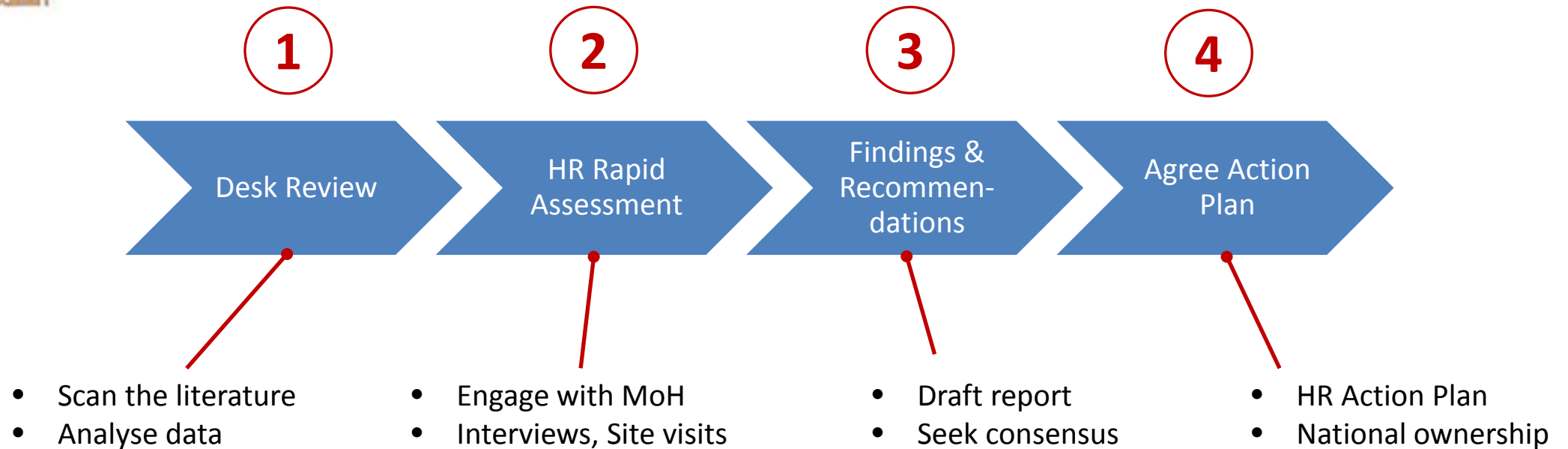
# Methodology

Collaborative effort:

- UNICEF Supply Division
- UNICEF ESA Regional Office
- Gavi Alliance P&P Working Group



# Methodology





# Methodology

- 2016: HR Assessment carried out in 7 countries (ESA Region)

Country	Population	DTP3 Coverage
Ethiopia	102m	72
Kenya	46.8m	87
South Sudan	12.5m	46
Malawi	18.6m	96
Lesotho	1.95m	69
Uganda	38.3m	99
Zambia	15.5m	90



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# Findings

Level	HR Planning			HR Management			HR Development			
	HR Policy	Posts Filled	Recruitment	Working Conditions	Job Descriptions	Supportive Supervision	Performance Monitoring	Competency Levels	Training	Career Paths
Primary	Yellow	Green	Yellow	Yellow	Green	Yellow	Green	Green	Yellow	Red
Sub-National	Yellow	Green	Yellow	Yellow	Green	Yellow	Green	Green	Yellow	Red
Lowest District	Yellow	Green	Green	Yellow	Green	Red	Green	Green	Yellow	Green
Service Level	Yellow	Green	Green	Yellow	Green	Red	Green	Green	Green	Green

### Key to Scores

≥ 80%	Green
65-80%	Yellow
≤ 65%	Red

Example of a **GOOD** Performing Country



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### Key to Scores

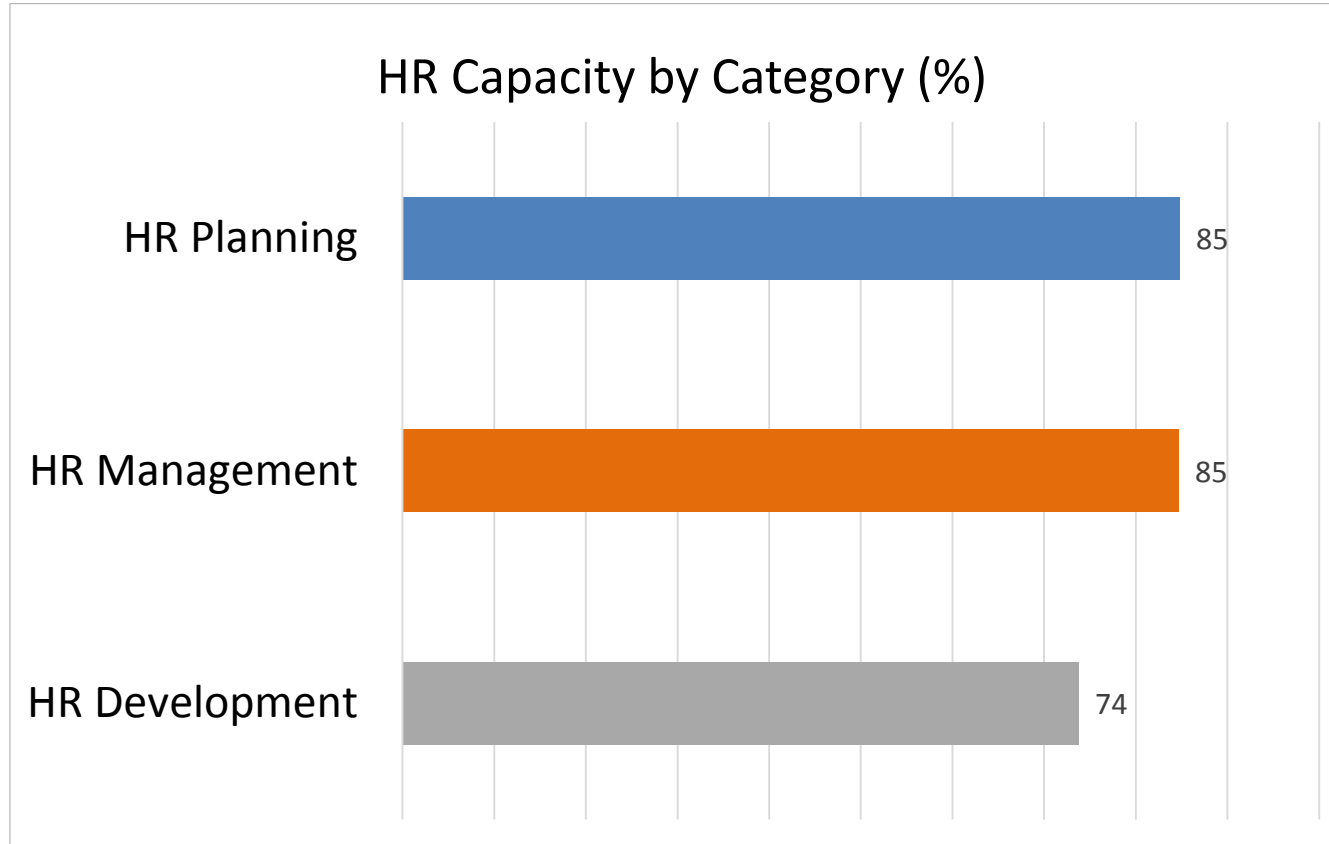
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Example of a **POOR** Performing Country





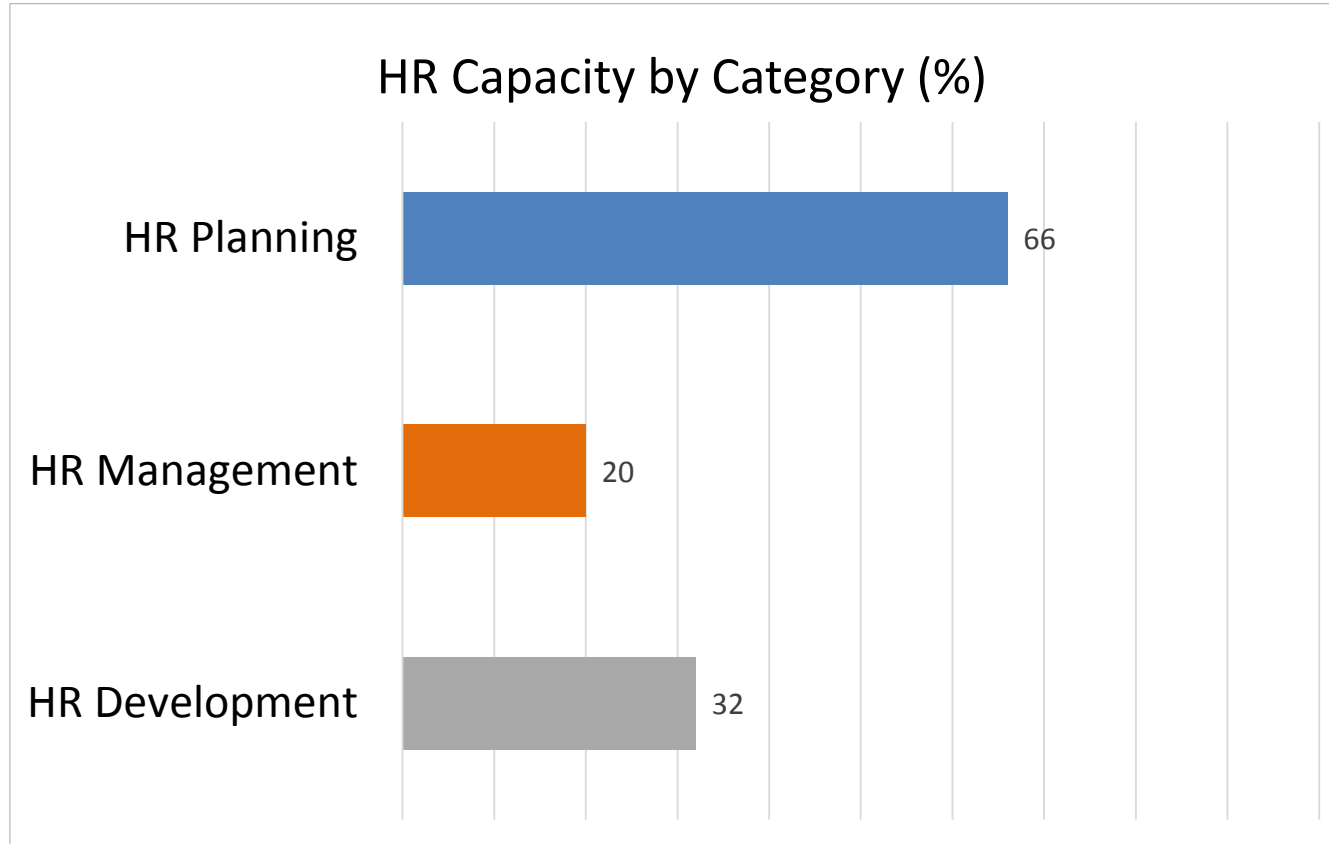
# Findings



Example of a **GOOD**  
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# Findings

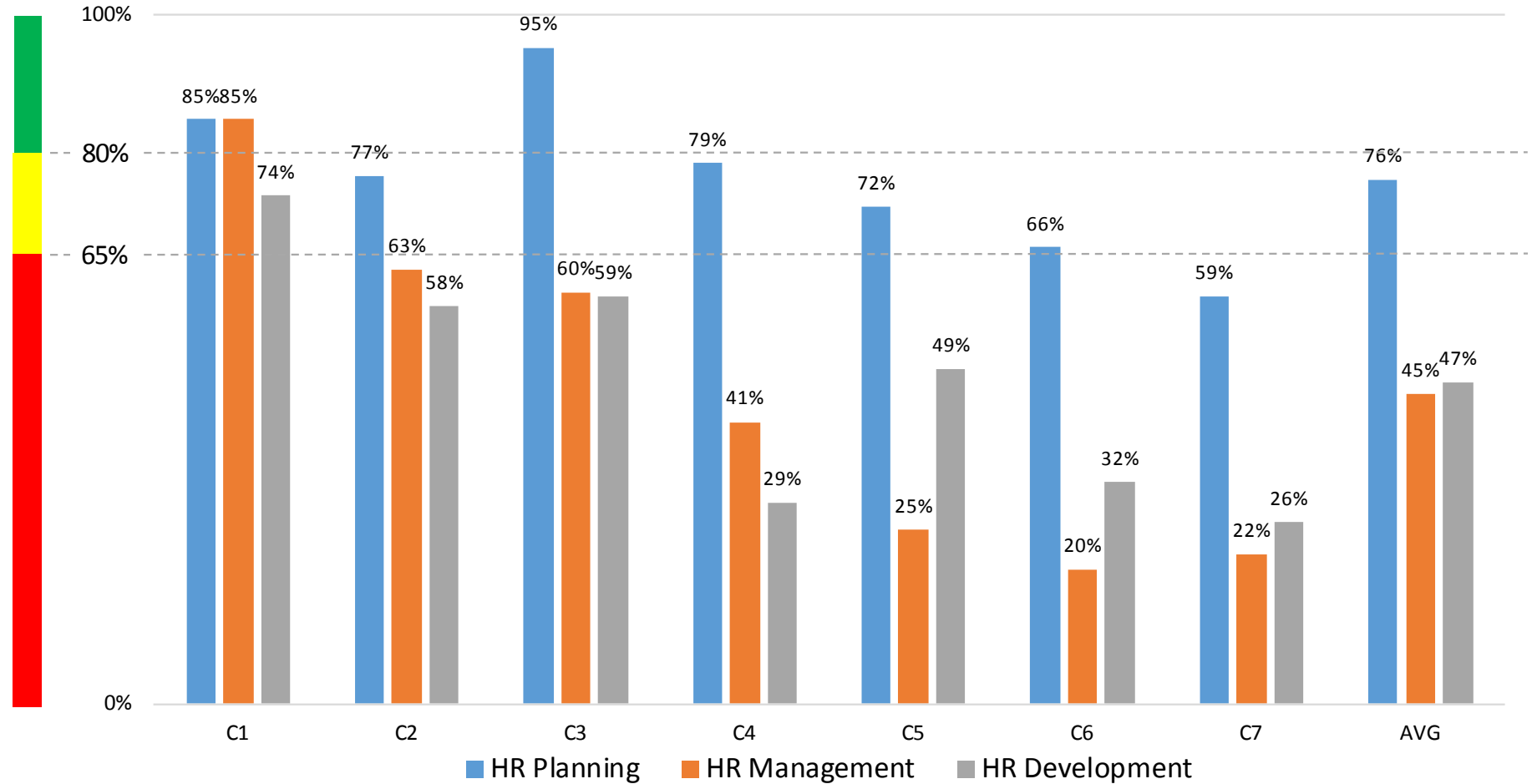


Example of a **POOR**  
Performing Country



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# Findings





# Characteristics of **GOOD** Performers

- National ownership, vision and leadership
- Continuous improvement in immunization coverage
- Sustained good performance
- Key supply chain positions filled with qualified staff
- Timely replacement of retiring staff
- Inclusive partnerships



# Common Characteristics (All Countries)

- No Training Plan in place; training is haphazard
- No periodic Training Needs Assessment (TNA)
- Poor routine supportive supervision
- No job descriptions, or not Supply Chain specific
- Poor collaboration with local training institutions
- Lack of operational research



# Conclusion

- Study provides insight into HR strengths/weaknesses
- Variation in HR performance between countries
- Practical HR Action Plans developed for each country
- Success factors for HR Action Plan implementation:
  - ✓ Buy-in by MoH Senior Management
  - ✓ Integrate HR Assessment into EVMA (mandatory)
- Focussed TA Support to countries, as per HR Action Plan
- Partner Collaboration, Government-led



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# Conclusion

