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# *Rapid Gender Analysis of Pharmaceuticals Fund and Supply Agency's technical supply chain workforce*

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# Outline of presentation

- Background
- Rationale for study
- Objectives of gender analysis
- Methodology
- Limitations
- Results
- Nest Steps



# Background

- **Gender issues occur in 4 primary areas of the SCM\*:**
  - Gender- and sex-specific product needs of clients:
  - Gendered purchasing of medical products
  - Gendered access to medical products
  - **Gender workforce within the supply chain workforce**
- **Gender analysis**
- **Rapid analysis**

\*Ibid. Gender and Health Systems Strengthening: <https://globalHealthlearning.org/course/gender-and-Health-systems-strengthening>



# Background

- **Pharmaceuticals Fund and Supply Agency of Ethiopia (PFSA) responsibilities:**
  - to enable public health institutions to supply quality assured essential pharmaceuticals at affordable prices in a sustainable manner to the public;
  - to play a complementary role in developmental efforts for health service expansion and strengthening by ensuring enhanced and sustainable supply of pharmaceuticals;
  - to create enabling conditions for enhancing the accumulation of the Fund in its revolving and cost recovery process and thereby ensure the realization of the above objectives



# Rationale for the gender analysis

- In partnership with stakeholders, first step that is part of a larger strategy to comprehensively address gender within the health and supply chain workforce while engaging with all public, private and educational institutions.
- Recruiting more women into jobs traditionally considered the province of men will address the larger shortage of supply chain managers and promote **SDG 5.5**, *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.*
- Gender equity



# Main objectives of gender analysis

1. Determine gender segregation, i.e., the concentration of men and women in different supply chain jobs and at different levels, including the number and percentage of women in jobs designated as “leadership” jobs.
2. Identify participant identified gender-related barriers
3. Identify gender-transformative strategies and actions that aim to increase women’s participation in Ethiopia’s PFSA workforce in more varied jobs and more senior levels.





# Methodology of Gender Analysis

- Led by IntraHealth utilizing modified IntraHealth's Gender Discrimination and Inequality Analysis (GDIA) tool
- Study area: 10 out of 17 PFSA branches and PFSA central office

GDIA Method	Source
Workforce database analysis	List of 1989 employees obtained from HR: <b>Selected 417 (technical and management) records</b>
National legislation and policy	22 non-PFSA related strategic/operational documents reviewed; 1 document related to PFSA
Employee survey	193 (46.3%) of PFSA's 417 technical and management employees: <b>40 (21%) female and 153 (79%) male</b>
Focus group discussions	12 groups with 100 participants of 417: <b>6 (50%) female groups and 6 (50%) male groups</b>
Key informant interviews	16 key informants of 417, 6 from PFSA headquarters, 10 branch managers: <b>5 (31%) female and 11 (69%) male</b>

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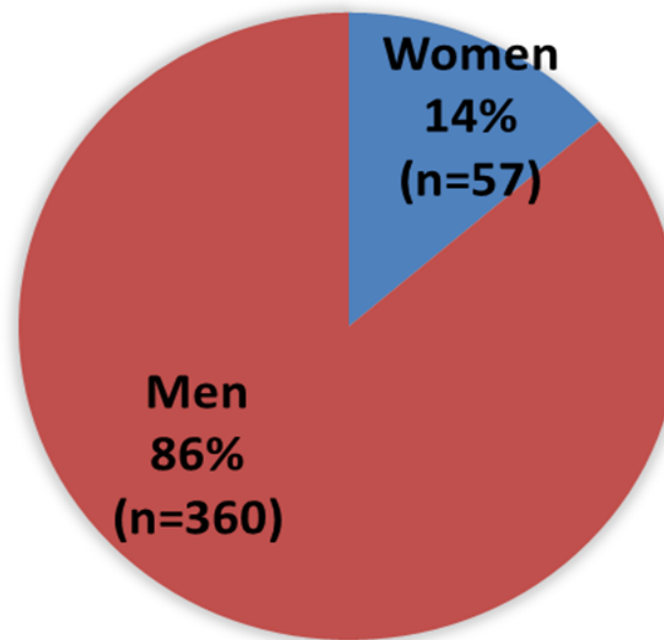
## Limitations of Study

- Timeframe
- Sample size
- Macrolevel workforce issues were not considered
- Pharmacy/SCM graduates sex ratio was not considered
- Comparisons were not made with other sectors

## Results: *Objective 1*

- Number and percentage of men and women in all technical SCM jobs (N=417):

**Figure 2: Number and Percentage of Men and Women in all SCM Jobs (N=417)**

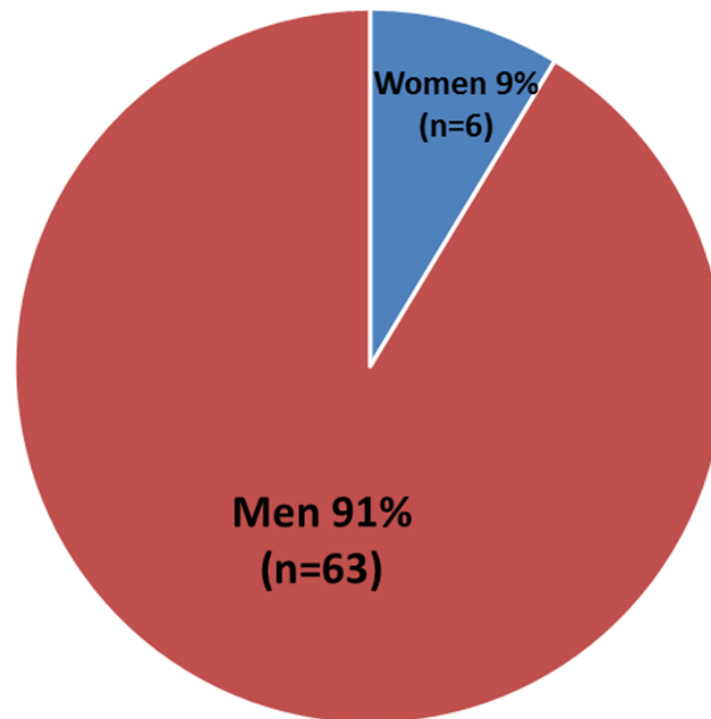




## Results: *Objective 1* ...

- Women in leadership positions (n=69)

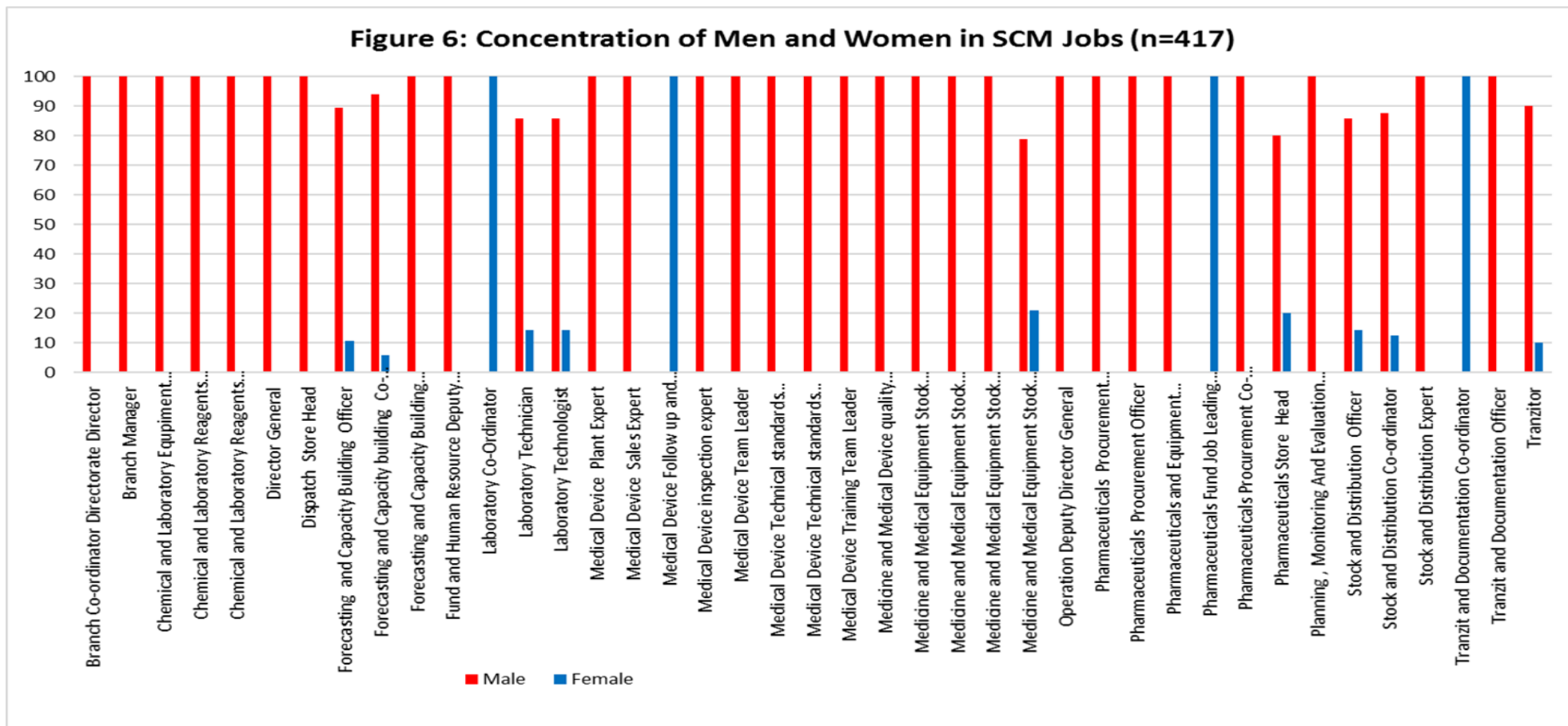
Figure 4: Number and percentage of men and women in leadership jobs  
(n=69)



Men:  $63/360 = 17.5\%$   
Women:  $6/57 = 10.5\%$

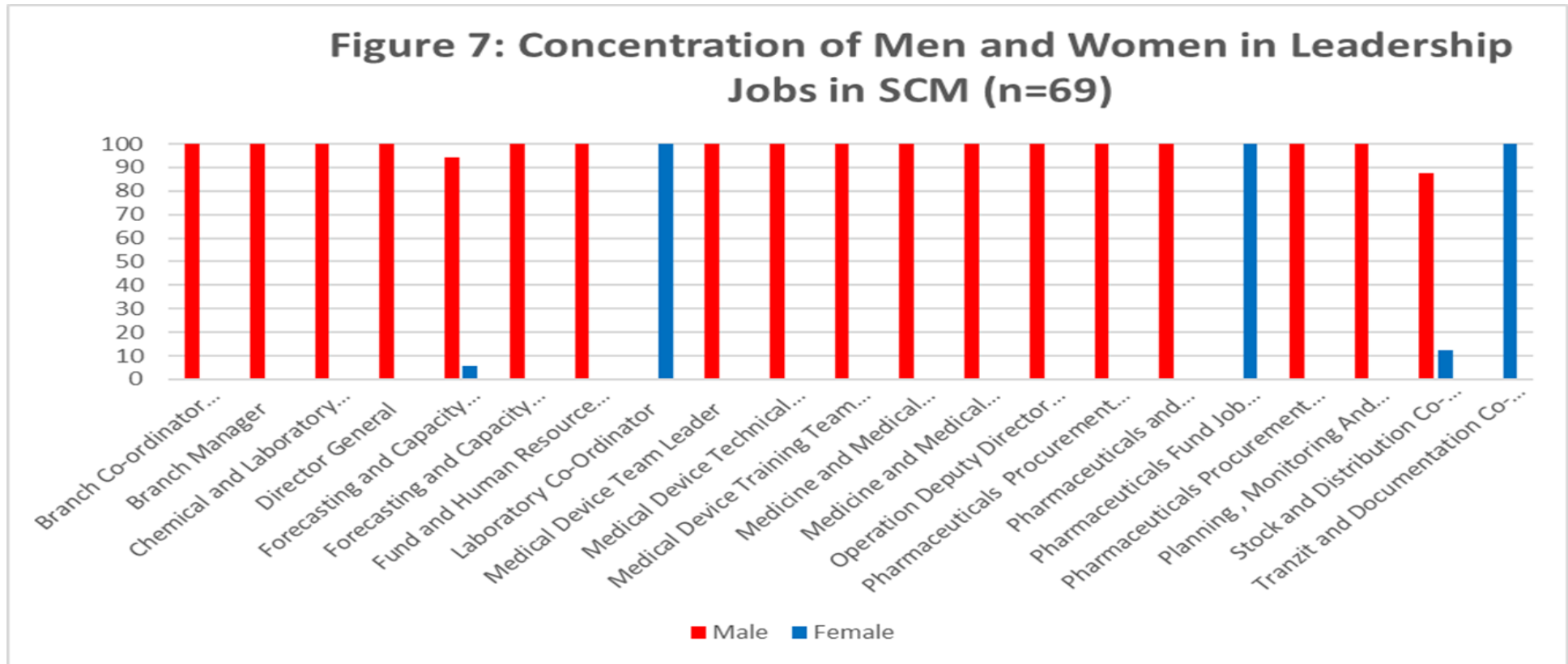
# Results: Objective 1 ...

- Concentration of Men and Women in SCM Jobs (n=417)



# Results: *Objective 1* ...

- Concentration of Men and Women in Leadership Jobs in Supply Chain Management (n=69)





## Results: *Objective 2*

- Gender-related beliefs, perceptions reported by participants:
  - There are positive perceptions of women leaders, but also **indications of negative bias**
  - Women are expected to care for the household, while men are expected to pursue their education and employment outside of the home.
- *“The mother has to wake up early in the morning, prepare food, take care of children, change their clothes, and wash their clothes, cook food, wash other clothes. So the sum of it all becomes a load on the woman.”*
- *“I remember an older woman calling a man who is known for doing house chores as a woman so there is the influence of society.”*



## Results: *Objective 2 ...*

- Societal gender norms **prescribe motherhood** as women's primary role.
  - Full-time supply chain work may threaten what is perceived as **women's primary roles** and responsibilities.
  - Concerns about women being able to **work late hours** or take jobs that involve **days away from the household** or children.
- Breastfeeding challenges
  - Most respondents felt it was not feasible to work 8 hours a day and breastfeed at the same time.
  - No participants reported **organizationally recognized arrangements** for breastfeeding; one-on-one with their supervisors to establish a work schedule that can accommodate breastfeeding.





## Results: *Objective 2 ...*

- **Double burden** of household and workplace responsibilities on women:
  - Less time for women to find the **time to apply for jobs** and take pre-requisite job examinations
  - Less time available to **pursue educational or training** opportunities outside the workplace
  - Less opportunity to work in jobs that require **travel, evening and weekend work**, and which add to a worker's experience.
- Work/Family Integration
  - Women feel considerable strain in balancing both work and family but feel that they can succeed.



## Results: *Objective 2 ...*

- *“... this director got replaced by another female director and she had a lot of difficulty which is no wonder because she has responsibility for her family as well and the job is very difficult. .... I am not saying she cannot do it but she has to manage her household matter and office matter at the same time. “*
- *“... there is a lot of field work so it is even hard for us to imagine ourselves to be in their position if we are married and have children. Thus it is not about leadership being difficult but it is about a woman having too much responsibility.”*



## Results: *Objective 2 ...*

- Participants report bias against women:
  - Unwillingness of some men to be supervised by women “bosses”
  - Beliefs that female leaders are “cruel” or “unkind.”
  - There may be a presumption of women’s lesser competence.
- *“You may be qualified to do the work ... but your peers may not see you as their equal. I know a certain woman who was given this role but men were unable to stop assuming she wouldn’t be able to carry heavier burdens. It is the outcome of their belief but she is still performing the task anyway.”*
- *“... there was one female pharmacist on the list of recruits, the manager at that time did not believe it. He went to the extent of calling her previous company to get more information about her.”*



## Results: *Objective 2 ...*

- Other findings:
  - Security concerns related to travel and working late
  - Different understandings of where to go if sexually harassed
  - Unclear channels of information on job postings, trainings, promotion



## Results: *Objective 3*

- National policy environment
  - Very supportive policy environment
    - Constitution, PSTP, ILO Convention 156, etc.
  - Gaps in translating these conducive policy directions into workable PFSA documents such as HR policies



# Post-Survey Validation Workshop

- 2 day workshop with PFSA leadership and staff
- Review of survey results
- Discussion over:
  - Lack of organizational recognition in HR policies and practice for employees as working parents (lifecycle events)
  - Limited conditions to enable women (and men) to fit work and family responsibilities into their lives.
  - Possible underuse of affirmative action due to narrow understanding, negative perceptions, or biased appraisal of would-be female leader candidates.



## Next Steps

- GHSC-PSM and PFSA will work together to develop comprehensive workforce development strategy that will promote gender equity and look broadly at the supply chain system and engage public, private and educational institutions.
- PFSA developed action plan around the following:
  - Affirmative mobilization
  - Affirmative fairness
  - Affirmative action
  - Enabling conditions



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