

‘Workforce excellence is essential for sustainable health supply chains’

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Improving Access to Health Commodities by Strengthening the Supply Chain Management Workforce: The Case Of Namibia

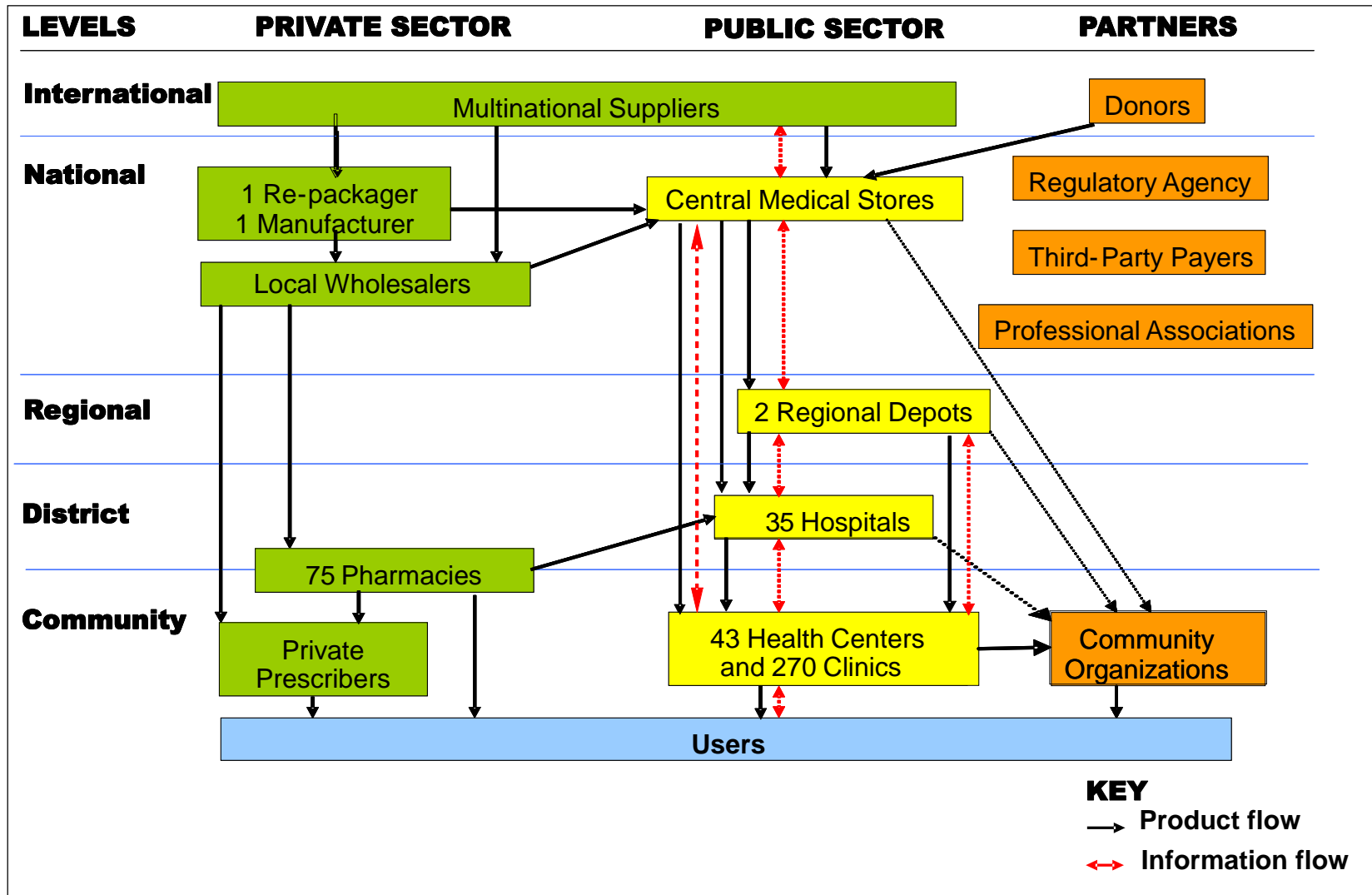
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Financial sponsors:



Namibia's Public Health Commodity Supply Chain



Namibia's Supply Chain Workforce

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Supply chain workforce

Top-level: Pharmacists

Mid-level: Pharmacist's assistants, Chief Clerks/Administrative Officers, Nurses

Operations: Clerks, Work Hands

- 300% increase in procurement with little change in SCM staffing
- Insufficient staff across all levels of the public supply chain
- No HR for SCM policy or plan
- No specific SCM certification
- Lack of HR management tools
- Poor motivation and high-turnover among mid-level supply chain staff

An Opportunity for Collaboration...

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- Government response underway
 - Following the results of the HR for SCM Assessment & National Supply Chain Assessment
- Leverage two of USAID's projects' in Namibia



- Using the People that Deliver platform, the collaboration drew from existing resources and required minimal additional funding.

PtD-Namibia Collaboration



**Competency Mapping
(SCMS via MSH)**



**WISN for PH SCM
(CapacityPlus)**



**SC Performance Improvement Program
(SCMS via Imperial Health Sciences)**

Discrete Choice Experiment (Capacity Plus)

Anticipated Results



Competency Areas & Behaviors defined for key PH SCM professions



Critical numbers of PH SCM staff identified to effectively manage the PH SC in Namibia



Competency-based training provided based on identified skills and knowledge gaps.

Identified incentives to encourage job seeking & retention

Activity Timeline: 2014

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Jan > Feb > Mar > Apr > May > Jun > Jul > Aug > Sep > Oct > Nov > Dec

Ministry response to SCM workforce strengthening

Competency
Mapping

Workload Indicator of Staffing Needs

Discrete Choice Experiment

SC Performance Improvement Prg.

Exec Mgmt. Training	Initiation Trip	Sys. Strgth. Visit	Training Visit	KPI Eval. visit
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Competency Mapping

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Key Activities

- Desk Audit
- Stakeholder Engagement Meeting
- Focus Groups & Interviews
- Framework Development & Validation

Results

- 3 Competency Frameworks developed for Pharmacists, Pharmacy Assistants, and Clerks at CMS & RMS for 5 domains

Lessons Learned

- Overlapping responsibilities offer opportunities for gaining efficiency
- Use frameworks to inform job descriptions and education programs

WISN– In development

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Key Activities

- Setting of activity standards
- Workload data collection
- WISN software calculations

Results

- 4 x more SC staff required for HFs
- CMS & RMS final results TBD

Lessons Learned

- Wide SC scope for pharmacists
- Training of Expert Working Group is critical

Discrete Choice Experiment- in development

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Key Activities

- Focus group discussion
- Develop survey tool

Results

- Final results - TBD

Lessons Learned

- Get IRB pre-approval
- Expect resistance due to sensitivity

Supply Chain Performance Improvement Program

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Key Activities

- SCM Executive Mgmt Training
- Initiation Visit
- Systems Strengthening Visit
- Training Visit
- Post visit to measure results

Results

- Strengthened leadership skills
- Reviewed and updated CMS SOPs, process flows and Job Descriptions
- Baseline KPI measurements

Lessons Learned

- Available time constraints
- Scheduling challenges
- Staff availability

Lessons Learned



- Procurement delays required immediate CMS attention-shifting focus from longer term activities
- PtD provided a platform for collaboration across different USAID projects
- PtD Competency Compendium can be adapted for individual countries but requires LOE/time
- Leverage HRH tools, such as WISN and DCE, provide unique insight for SCM context
- Requires strong field office leadership and home office support to maintain momentum

Next Steps

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- Complete final portions the DCE, WISN, and SCPI activities
- Meet with supply chain stakeholders to discuss the results and agree on how to implement the recommendations
- Document and share the process and results more broadly

Thank you!

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This presentation was put together in collaboration with:



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SCMS 

The PtD Board:

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