

‘Workforce excellence is essential for sustainable health supply chains’

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Strategic Planning for Reform of Human Resources for the Supply Chain in Mozambique



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Financial sponsors:



Mozambique - Profile

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Low Income Country

Weak Health Indicators:

- Life expectancy at birth: 53 years
- Under five mortality: 90 per 1,000 live births

Strong Growth and Potential

- 7% growth in 2013, projected >8% 2014-2015



Key Supply Chain Challenges

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- Insufficient funding to meet demand for health supplies.
- Long and complex supply chain with fragmentation of authority across levels.
- Inadequate transport and storage infrastructure and resources.
- Insufficient human resources, in terms of both quantity and capacities.

Examples of HR Challenges: District Staffing

Typical District Store

Province	# of District Depots	Average # of Human Resources
Maputo Província	8	3
Gaza	14	2
Tete	13	1
Cabo Delgado	16	2
Nampula	21	1
Sofala	13	1

Human Resources:

- 1 pharmacy technician
- 1 basic manual laborer

to Manage:

- ~ \$1,000,000 in commodities/year

Examples of HR Challenges: Provincial Stores Chief

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Provincial Stores Head	Years on the job	Days of Training in Logistics
Maputo City	0.0	0
Maputo Província	1	0
Gaza	1	0
Tete	0.16	5
Cabo Delgado	0.25	0
Nampula	1	0
Sofala	1	10

Typical Provincial Store Chief

- Recently graduated Pharmacist or Pharmacy Technician
- Spends less than 2 years on the job
- Receives little or no formal in-service supply chain training

Manages:

- > \$10,000,000 in commodities/year

Strategic Planning for Reforms

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Health Sector Strategic Plan “PESS” (2013)

Pharmaceutical Logistics Strategic Plan “PELF” (2013) and Implementation Plan (2014)

- Vertical integration of the supply chain under the central Ministry of Health/Central Medical Stores (CMAM)
- Reduce the number of levels of the supply chain from four to three
- Outsourcing non-core business
- *Sustainable approach to supply chain human resources.*

Strategic Plan – HR for SC Component

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General Objective: *Sufficient trained, qualified, experienced and motivated personnel are available, and conditions exist that permit their retention, at all levels of the supply chain*

Implementation Plan Areas:

- *Human Resources Management (General)*
- *Workforce Planning*
- *Pre-Service Training*
- *In-Service Training*
- *Recruitment and Placement*
- *Performance Management and Retention*

HR For SC Strategy - Process



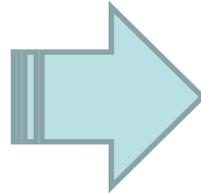
- Started with *People that Deliver* Meeting Geneva 2011
- Development of high level HR for SC objectives (Strategic Plan)
- Participative Situation Analysis oriented towards developing key implementation activities (Deliver/PtD Tool)
- Recommendations were transformed into Specific Objectives and Activities for the Implementation Plan
- Activities were budgeted over 10 year horizon

Proposed New Approach for HR

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Previous Approach

- Ministry recruits pharmacy staff for supply chain positions
- Partners provide intensive training and technical assistance
- High rotation of staff
- High external dependence



New Approach

- Foster a labor market for supply chain personnel
- Create formal supply chain cadre within public service
- Utilize national institutions for dedicated pre-service training
- Expected result – Greater sustainability and performance

Based on approach described by PtD

Example Activities - Management

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- Delegate or devolve management authority for HR within the supply chain to the Central Medical Stores
- Conduct a rigorous assessment of tasks, competencies, and HR needs within the supply chain
- Analyze outsourcing opportunities for non-core business to access competencies outside of the civil service
- Develop retention strategy and strengthen staff performance management and incentive systems

Example Activities - Training

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- Develop a civil service cadre and pre-service degree program for logistics
- Expand pre-service supply chain training to new cadres (e.g., pharmacy staff, nurses, lab technicians)
- Develop a single harmonized and prioritized plan for in-service training within the supply chain
- Develop coaching and mentoring programs for supply chain staff

Accomplishments so far

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- New recognition of importance of supply chain staff within the HR Directorate of the MOH
- MOH approved new Workforce Plan for the Central Medical Stores with 250% growth in staff over 5 years!
- Developed Terms of Reference for all departments and Job Descriptions for most positions at Central Medical Stores
- “Collective incentives” created for supply chain staff at central, provincial and district levels (USAID and World Bank programs)
- Expansion of supply chain curriculum (280 hours!) within pre-service training for Hospital Administration Technicians

Key Next Steps

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- Identify financial and technical support for activities within the Implementation Plan
- Build capacity of the Central Medical Stores to manage human resources
- Continue to gather evidence throughout the implementation process to ensure evidence-based decision-making

Lessons Learned

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- Involving the HR Directorate (technical staff and leadership) was essential. Getting their attention and involvement was difficult, but it greatly facilitated the approval of subsequent plans (e.g., workforce plan).
- Having an evidence-base to orient strategic planning and to back up advocacy for change was crucial. Quantitative data on the problems convinced skeptics that reform was necessary.
- While the participatory assessment was time consuming, in the end it saved time by providing clear, consensual recommendations of activities to be included in the plan.

Obrigado!

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