

‘Workforce excellence is essential for sustainable health supply chains’

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# GAVI/UNICEF/USAID SUPPLY CHAIN LEADERSHIP WORKSHOP

## Key messages



Financial sponsors:



# Why Leadership is so important to our work...

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- Evolution of supply chain complexity and needs
- Change needs high-level champions
- Workforce needs an enabling and empowering environment
- Need for repositioning and visibility of supply chains in public health systems

# Future Vision for Country Supply Chains

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- Leadership and change management skills
- Support networks and peer-to-peer learning amongst countries
  - What works?
  - What has been tried?
  - What has been learned?
- Tools to identify incremental changes and form powerful coalitions

***How can we help our supply chain leaders and champions articulate and implement a vision for the future?***

# Meeting the Demand...

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100+ participants  
representing:

- 14 Country Governments and their Partners
- Implementing Agencies & NGOs
- Academia
- International Organizations
- Donors

- Burkina Faso
- Bhutan
- Burundi
- Dominican Republic
- Ethiopia
- Fiji
- Ghana
- Malawi
- Namibia
- Nigeria
- Rwanda
- Pakistan
- Sudan
- Tanzania

# Objectives of the workshop

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- To define leadership and what it means to be a good leader, and building on this to define what qualities make an effective supply chain leader
- To define the competency set required for supply chain leaders and identify competency gaps and solutions
- To learn from countries who are already advancing the supply chain leadership agenda
- To share some guidance and provide coaching to countries looking to strengthen supply chain leaders
- To develop initial country specific plans to drive this initiative forward, and understand potential sources of technical assistance and resources for implementation

# By the end of the day we had achieved the expected outcomes

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- General understanding of what is required for effective supply chain leadership; skills and competencies and the enabling environment
- South to south exchange on ongoing initiatives and self-reflection on own country specific competency gaps and potential solutions
- Guidance on considerations for strengthening supply chain leaders and change management
- Draft country specific action plans to move forward, including understanding available support for technical assistance and resourcing.



# The day covered a number of topics related to supply chain leadership and leadership in general



- General definitions and theoretical base of leadership change management
  - Validation of leadership competencies for supply chain
- Dialogue with representatives from countries with powerful leadership for change management experiences
  - Ethiopia
  - Liberia
  - Namibia
  - Nigeria
- Sharing current initiatives and opportunities : PtD, GAVI, USAID|DELIVER
- Brainstorming and planning – *“bringing this discussion home”*
  - Readiness assessment
  - Stakeholder identification
  - Support and resource needs



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- Total Transformation from a Weak & Uncoordinated Supply Chain in >10 Years
  - Forward-looking Vision → Master Plan
  - Metrics of Success
  - High-level System Changes → Est. PFSA
  - Achieved through:
    - Capacity Building of the Human Capital
    - Partnership and Strategic Alliances
    - Leveraging Available Technology, Tools & Expertise

**CONTACT: Yemaneberhan Tadesse, PFSA**





# Liberia

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## Coping with Crisis: A Case Study Ebola's Effects on Supply Chain Leadership

- A crisis such as the current Ebola crisis requires management changes that ordinarily may not be consistent with clinical practice
- Coping with loss of workforce and leaders
- Establishment of Coordinated Ebola Response Platform
  - efficient transfer of information
  - visibility in the distribution of resources
- Engagement of leadership beyond the MOH: President's Office, other Ministries
  - Recognition of critical role of supply chain
  - Joint coordination of SCMU

**CONTACT: Lloyd Matowe, Pharmaceutical Systems, Africa**



# Namibia

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- Championing & Repositioning the Supply Chain
- Creation of two directorates
  - Directorate of Pharmaceutical Services
  - Directorate of Supply Chain Management
- Directorate of Pharmaceutical Services to focus on overall pharmaceutical policy development, implementation and monitoring
- Links with the Directorate of SCM and Namibia Medicines Regulatory Council (NMRC) that is seeking to become a semi-autonomous regulatory body

**Contact: Lazarus Indongo, Namibia MoHSS**



Federal Republic of Nigeria

Federal Ministry of Health

National Primary Health Care Development Agency



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## Nigeria's perspectives on what makes an effective supply chain leader

- “Transformative Journey” spurred by data and assessment (2010 EVM)
- Leadership with purpose: a clear vision for system change
  - 12 ‘quick wins’ and 4 strategic improvements
- Championing supply chain: repositioning and visibility
- Identification of and investment in key leadership qualities and empowering human capital
- Anchoring in a culture and process of continuous improvement

**Contact: Dr Mahmud Mustapha, NPHCDA/MoH**

# Supply Chain Managers

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Supply chain managers are in place in all countries to manage the growth and change of the immunization supply chain.



Help countries establish or reinforce the post of immunisation supply chain manager and ensure that he or she has the appropriate level of expertise, authority, and resources to oversee the supply chain within a strengthened overall management system.

GAVI Alliance partners will support countries to hire and strengthen supply chain managers by providing focused technical assistance, tools, access to training, and other resources.

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## Examples of support from GAVI Partners

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- Access to professional training for supply chain managers
- Job descriptions and guidance for hiring supply chain managers
- Best practices for managerial processes and decision-making
- Technical assistance to develop managerial capacity
- Ongoing professional development opportunities

# Supply Chain Leadership Change Management Model



REVIEW

INNOVATE



DO

# LISC: from Framework to Change

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## Leadership Initiative for supply chain – built on Kotter's change management model

7. Build on the change
8. Anchor the changes into the institution

1. Create Urgency
2. Form a Powerful Coalition
3. Develop a Vision

4. Communicate the vision
5. Empower others
6. Create short-term wins



# The PtD Board:

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