



Federal Ministry of Health
National Medical Supplies Fund
Sudan

II. ANNUAL TRAINING PLAN

Human Resources for Supply Chain Management

April 7, 2017



Human Resources for Supply Chain Management

A collaboration between

National Medical Supplies Fund (NMSF), Sudan

and

The People that Deliver (PtD) Initiative

Documents in this series:

- I. Training Strategy 2017-2021
- II. Annual Training Plan
- III. Competency Framework
- IV. Job Descriptions

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1 TRAINING NEEDS

1.1 Supply Chain Competency Framework

Key to abbreviations:

Level of Training	
FND	Foundational
INT	Intermediate
ADV	Advanced

NMSF Functional Areas	
COR	Corporate
PLR	Planning and Resources
DIS	Distribution
SLT	Supply, Logistics, Transport
BIO	Biomedical Engineering
QAS	Quality Assurance
PRO	Procurement
GEN	Generic
BRA	Branches

Competencies	Level	Target Group(s)	Delivery Method(s)
TECHNICAL			
Selection and quantification	FND	Managers BIO QAS BRA, Specialists BRA	C D
	INT	Managers SLT BIO QAS BRA, Officers PRO	C D
	ADV	Directors BIO PRO, Managers SLT QAS PRO BRA	C D
Procurement	FND	Director PRO, Managers BIO, Specialists BIO, Officers PRO	C D
	INT	Director PRO, Managers BIO QAS PRO, Specialists BIO, Officers BIO PRO	C D
	ADV	Directors BIO PRO, Managers BIO QAS PRO, Specialist BIO, Officers BIO QAS	C D
Storage and distribution	FND	Managers DIS SLT BRA, Specialists BRA, Assistants DIS	C D
	INT	Managers DIS SLT QAS BRA	C D
	ADV	Director DIS, Managers DIS SLT QAS BRA, Officers QAS	C D
Use: Management of Pharmaceuticals (refresher)	FND		
	INT		
	ADV	All staff DIS, all staff at BRA and HFs	D
Use: Rational Use of Medicine	FND		
	INT		
	ADV	All staff DIS, all staff at BRA and HFs	D
Use: Dealing with Patients	FND		
	INT		
	ADV	All staff DIS, all staff at BRA and HFs	D
ADDITIONAL TECHNICAL			
Customer care	FND	Assistant DIS	C D
	INT	Managers DIS	C D
	ADV	Managers DIS QAS, Officers QAS	C D
Order processing	FND		
	INT	Managers QAS	C D
	ADV	Managers DIS	C D
Programme coordination	FND	Specialists BRA	C D
	INT	Managers BRA	C D
	ADV	Managers BRA, Specialists BRA	C D
Compliance monitoring and supervision	FND	Managers BRA, Specialists BRA	C D
	INT		
	ADV	Managers BRA, Officers QAS	C D
Medical devices testing, installation and maintenance	FND		
	INT	Officers BIO	C D
	ADV	Managers BIO	C D

Competencies	Level	Target Group(s)	Delivery Method(s)
MANAGERIAL			
Operational planning	FND	Managers PLR BRA	D
	INT	Managers PLR SLT BIO BRA	D
	ADV	Managers COR PLR SLT BIO QAS BRA	D
Management of resources and financial activities	FND	Managers BRA	D
	INT	All Directors, All Managers	D
	ADV	Managers PLR BIO BRA	D
People management	FND	Managers BRA	D
	INT	Managers PLR SLT BRA	D
	ADV	All Directors, All Managers	D
Risk management throughout the supply chain	FND	-	D
	INT	-	D
	ADV	-	D
Requirements of a sustainable SCM system	FND	-	D
	INT	-	D
	ADV	Managers BRA	D
ORGANIZATIONAL AND PERSONAL¹			
Computing and data skills	FND	Managers BRA	B
	INT	Managers PLR SLT	B
	ADV	Managers PLR BIO BRA, Specialists BIO, Officers SLT	B
Communication and interpersonal skills	FND	Managers PLR BRA, Specialists BRA, Officers COR	A
	INT	Managers SLT, Specialist BIO, Officers BRA	A
	ADV	Director BIO, Managers PLR SLT BIO QAS, BRA, Specialists BIO, Officers SLT PRO, Assistants COR PLR	A
Problem solving and decision making	FND	Managers BRA	A
	INT	-	A
	ADV	All Directors, Managers PLR SLT BIO QAS, all Specialists, all Officers	A
Teamwork	FND	Managers BRA	A
	INT	-	A
	ADV	Managers PLR BIO QAS BRA	A
Accountability and responsibility	FND	Managers PLR BRA, Assistants SLT	A
	INT	Managers PLR BRA, Specialists BIO BRA, Officers BRA	A
	ADV	Directors BIO PRO, Managers COR PLR SLT BIO QAS BRA, Specialists BRA, Officers SLT QAS PRO BRA	A
Initiative and creativity	FND	-	A
	INT	-	A
	ADV	All Directors, Managers PLR BIO, all Specialists, all Officers	A
Conflict management	FND	Managers PLR BRA	A
	INT	-	A
	ADV	Managers PLR QAS BRA	A

¹ During interviews, Directors, Specialists and Officers in all sections indicated problem solving/decision, initiative/creativity as areas of greatest concern.

1.2 Additional Corporate Competencies

Competencies	Target Group(s)	Delivery Method(s)
FINANCE		
Financial Management	Financial Managers, Specialists, Officers	E
Accounting (refresher)	Accountants	A
IT		
IT System Administration	IT Staff	E
HR		
HR Management	HR Directors, Managers	E
HR Training Management	Training Manager	F
Training of Trainers	Selected Managers, Specialists, Officers	C
Performance Management	All Directors and Managers	C
ENGLISH LANGUAGE		
English language (online learning)	All NMSF staff	G

1.3 Delivery Methods

In order to arrive at a costing for the various training modalities, we differentiate between different training delivery methods, each with its own cost aspects.

Delivery Method	Training Content	Training Type & Location	Training Provider	Cost Factors
A	Soft skills: communication, problem solving, inter-personal skills, etc. for HQ and Branch staff	Group training, normally in Arabic language at NMSF Training Centre; short contact course with practical exercises	External trainer from accredited regional training institutions	Trainer cost: fees, travel cost, per diem
B	IT/Computer/ERP Skills for HQ and Branch staff	Group training at NMSF Training Centre; instruction with practical exercises	NMSF IT/ERP staff	None ²
C	NMSF-specific supply chain operations and procedures for HQ and Branch staff	Group training at NMSF Training Centre	Senior HQ NMSF managers	None
D	Technical competencies: International supply chain best practice, all aspects including management of pharmaceuticals Managerial competencies: Planning, resources, people For HQ and Branch staff	Group training at NMSF Training Centre	External consultant (sourced globally)	Trainer cost: fees, travel cost, per diem
E	Advanced international supply chain best practice, all aspects For HQ staff and Branch Managers	SHORT TERM courses at global accredited training institutions	Global supply chain training agencies, academic institutions	Travel cost, allowance for accommodation and living cost, training course fee
F	Advanced international supply chain best practice, all aspects For HQ staff and Branch Managers	LONG TERM courses at global accredited training institutions	Global supply chain training agencies, academic institutions	Travel cost, allowance for accommodation and living cost, training course fee
G	All supply chain related topics; English language. For HQ and Branch staff.	Online training by individuals	Online	Subscription fee

² Cost of NMSF staff time and use of NMSF Training Centre facilities not taken into account

2 ANNUAL TRAINING PLAN

2.1 Cost Factors

Cost Factors (assumptions)	USD
Daily Fee for Regional Trainers/Consultants	400
Per Diem for Regional Trainers/Consultants	150
Air Travel (regional)	1 000
Daily Fee for Global Trainers/Consultants	500
Per Diem for Global Trainers/Consultants	200
Air Travel (global)	1 500
Participants from Sudan, Daily Cost (Accommodation, Meals)	50
Participants from Sudan, Travel Cost (Average)	200
Per Diem for Short Term Courses	
1-14 Days	150
15-29 Days	75
30 Days - 6 Months	50
Per Month Allowance for Long Term Courses	
Married with Children (worst case)	2 500
Course Fee for External Short Course (typical)	4 000
Course Fee for External Long Course (typical)	15 000
Cost of e-Learning Course (typical)	350

Notes on cost calculation (see next page)

Participants

- No. of Participants is total for the year (if multiple trainings in a topic during the year)

Trainers/Consultants

- 3 (three) fee and 3 (three) per diem days are added to the number of actual training days (for preparation and travel purposes)

2.2 Training Schedule with Budget

Technical	Training Method	One Calendar Year												No. Part.	No. Days	Participants Cost (USD)										Trainer Cost (USD)								Total (USD)				
		Months														Per Diem		Per Month		Course Fee		Travel		Sub-Total	Fee		Per Diem		Air Travel		Sub-Total							
		1	2	3	4	5	6	7	8	9	10	11	12			Unit	Total	Unit	Total	Unit	Total	Unit	Total		Unit	Total	Unit	Total	Unit	Total								
Selection and Quantification (NMSF-Specific)	C		x												25	3	50	3 750	0	0	0	0	200	5 000	8 750	0	0	0	0	0	0	0	0	8 750				
Selection and Quantification (Global Best Practice)	D			x											25	3	50	3 750	0	0	0	0	200	5 000	8 750	500	3 000	200	1 200	1 500	1 500	5 700	14 450					
Procurement (NMSF-Specific)	C				x										20	3	50	3 000	0	0	0	0	200	4 000	7 000	0	0	0	0	0	0	0	0	7 000				
Procurement (Global Best Practice)	D					x									20	3	50	3 000	0	0	0	0	200	4 000	7 000	500	3 000	200	1 200	1 500	1 500	5 700	12 700					
Storage and Distribution (NMSF-Specific)	C						x								20	3	50	3 000	0	0	0	0	200	4 000	7 000	0	0	0	0	0	0	0	0	7 000				
Storage and Distribution (Global Best Practice)	D							x							20	3	50	3 000	0	0	0	0	200	4 000	7 000	500	3 000	200	1 200	1 500	1 500	5 700	12 700					
Use (of pharmaceuticals at HF level):																																						
Management of Pharmaceuticals (refresher)	D					x									50	3	50	7 500	0	0	0	0	200	10 000	17 500	500	3 000	200	1 200	1 500	3 000	7 200	24 700					
Rational Use of Medicine	D						x								50	3	50	7 500	0	0	0	0	200	10 000	17 500	500	3 000	200	1 200	1 500	3 000	7 200	24 700					
Dealing with Clients (Patients)	A							x							50	3	50	7 500	0	0	0	0	200	10 000	17 500	400	2 400	150	900	1 000	2 000	5 300	22 800					
Sub-Total Technical																																						134 800
Additional Technical																																						
Customer Care	D					x									50	2	50	5 000	0	0	0	0	200	10 000	15 000	500	2 500	200	1 000	1 500	3 000	6 500	21 500					
Order Processing	D						x								15	3	50	2 250	0	0	0	0	200	3 000	5 250	500	3 000	200	1 200	1 500	1 500	5 700	10 950					
Programme Coordination	D							x							15	3	50	2 250	0	0	0	0	200	3 000	5 250	500	3 000	200	1 200	1 500	1 500	5 700	10 950					
Compliance Monitoring and Supervision	D								x						15	3	50	2 250	0	0	0	0	200	3 000	5 250	500	3 000	200	1 200	1 500	1 500	5 700	10 950					
Medical Devices Testing, Installation, Maintenance	D				x										5	3	50	750	0	0	0	0	200	1 000	1 750	500	3 000	200	1 200	1 500	1 500	5 700	7 450					
Sub-Total Additional Technical																																						61 800
Managerial																																						
Operational Planning	D		x												20	3	50	3 000	0	0	0	0	200	4 000	7 000	500	3 000	200	1 200	1 500	1 500	5 700	12 700					
Management of Resources and Financial Activities	D			x											20	3	50	3 000	0	0	0	0	200	4 000	7 000	500	3 000	200	1 200	1 500	1 500	5 700	12 700					
People Management	D				x										20	3	50	3 000	0	0	0	0	200	4 000	7 000	500	3 000	200	1 200	1 500	1 500	5 700	12 700					
Risk Management throughout the Supply Chain	D														0	0	50	0	0	0	0	0	200	0	0	0	0	0	0	0	0	0	0	0				
Requirements of a Sustainable SCM System	D					x									20	3	50	3 000	0	0	0	0	200	4 000	7 000	500	3 000	200	1 200	1 500	1 500	5 700	12 700					
Long Term/Post-Graduate Courses																																						
Supply Chain (Masters, 1 Year, full-time)	F	x													2	360	50	36 000	2 500	60 000	15 000	30 000	1 500	3 000	####	0	0	0	0	0	0	0	0	129 000				
Supply Chain (6 Months, full-time)	F	x													2	180	50	18 000	2 500	30 000	15 000	30 000	1 500	3 000	81 000	0	0	0	0	0	0	0	0	81 000				
Supply Chain (6 Months, online)	G		x												5	10	50	2 500	0	0	350	1 750	0	0	4 250	0	0	0	0	0	0	0	0	4 250				
Sub-Total Managerial																																						265 050
Organizational and Personal																																						
Computing and Data Skills	B		x				x								25	2	50	2 500	0	0	0	0	200	5 000	7 500	0	0	0	0	0	0	0	0	7 500				
Communication and Inter-personal Skills	A			x					x						25	2	50	2 500	0	0	0	0	200	5 000	7 500	400	2 000	150	750	1 000	2 000	4 750	12 250					
Problem Solving and Decision Making	A				x					x					25	2	50	2 500	0	0	0	0	200	5 000	7 500	400	2 000	150	750	1 000	2 000	4 750	12 250					
Teamwork	A					x					x				25	2	50	2 500	0	0	0	0	200	5 000	7 500	400	2 000	150	750	1 000	2 000	4 750	12 250					
Accountability and Responsibility	A						x					x			25	2	50	2 500	0	0	0	0	200	5 000	7 500	400	2 000	150	750	1 000	2 000	4 750	12 250					
Initiative and Creativity	A							x					x		25	2	50	2 500	0	0	0	0	200	5 000	7 500	400	2 000	150	750	1 000	2 000	4 750	12 250					
Conflict Management	A								x					x	25	2	50	2 500	0	0	0	0	200	5 000	7 500	400	2 000	150	750	1 000	2 000	4 750	12 250					
Online e-Learning (all topics)	G		x	x	x	x	x	x	x	x	x	x	x	x	60	10	50	30 000	0	0	350	21 000	0	0	51 000	0	0	0	0	0	0	0	0	51 000				
Sub-Total Organizational and Personal																																						132 000

Continued >

ANNEXES

Annex 1: Training Needs by Functional Area

- Demand
- High Demand

- NT No Training Required
- FND Foundation Training

- INT Intermediate Training
- ADV Advanced Training

Function/Process: **CORPORATE³**

Competency Domains

	Director			Manager			Specialist			Officer			Assistant			Worker				
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV
TECHNICAL																				
Selection and Quantification																				
1 Appropriate product selection																				
2 Specifications and quality of product																				
3 Special considerations for products																				
4 Forecast and quantify product needs																				
Procurement																				
1 Manage procurement costs and budget																				
2 Build and maintain supplier relationships																				
3 Manage tendering processes and supplier agreements																				
4 Contract management, risk and quality management																				
5 Assure quality of products																				
6 Manage import of products																				
7 Manage clearance process																				
8 Product supply during disasters and emergencies																				
9 Manage re-packing of products																				
Storage and Distribution																				
1 Storage, warehousing and inventory management																				
2 Supply of commodities to facilities																				
3 Management of transport for commodities																				
4 Disposal of products																				
Additional Technical Competencies																				
1 Customer Care																				
2 Order processing																				
3 Programme coordination																				
4 Compliance monitoring and supervision																				
5 Medical devices testing, installation and maintenance																				
MANAGERIAL																				
1 Operational planning								<input type="radio"/>	<input checked="" type="radio"/>											
2 Management of resources and financial activities								<input type="radio"/>	<input type="radio"/>											
3 People management									<input checked="" type="radio"/>											
4 Risk management throughout the supply chain								<input type="radio"/>	<input type="radio"/>											
5 Requirements of a sustainable SCM system																				
ORGANIZATIONAL AND PERSONAL																				
1 Computing and data skills																				
2 Communication and interpersonal skills								<input type="radio"/>				<input checked="" type="radio"/>						<input checked="" type="radio"/>		
3 Problem solving and decision making																			<input type="radio"/>	
4 Teamwork								<input type="radio"/>											<input type="radio"/>	
5 Accountability and responsibility								<input checked="" type="radio"/>						<input type="radio"/>					<input type="radio"/>	
6 Initiative and creativity								<input type="radio"/>						<input type="radio"/>					<input type="radio"/>	
7 Conflict management								<input type="radio"/>											<input type="radio"/>	

³ The shaded (grey) competency areas do not apply to these functions (In this case: Corporate).

Annex 1: Training Needs by Functional Area (cont'd)

- Demand
- High Demand

- NT No Training Required
- FND Foundation Training

- INT Intermediate Training
- ADV Advanced Training

Function/Process: PLANNING AND RESOURCES	Director			Manager			Specialist			Officer			Assistant			Worker		
	NT	FND	INT	NT	FND	INT	NT	FND	INT	NT	FND	INT	NT	FND	INT	NT	FND	INT
TECHNICAL																		
Selection and Quantification																		
1 Appropriate product selection																		
2 Specifications and quality of product																		
3 Special considerations for products																		
4 Forecast and quantify product needs																		
Procurement																		
1 Manage procurement costs and budget																		
2 Build and maintain supplier relationships																		
3 Manage tendering processes and supplier agreements																		
4 Contract management, risk and quality management																		
5 Assure quality of products																		
6 Manage import of products																		
7 Manage clearance process																		
8 Product supply during disasters and emergencies																		
9 Manage re-packing of products																		
Storage and Distribution																		
1 Storage, warehousing and inventory management																		
2 Supply of commodities to facilities																		
3 Management of transport for commodities																		
4 Disposal of products																		
Additional Technical Competencies																		
1 Customer Care																		
2 Order processing																		
3 Programme coordination																		
4 Compliance monitoring and supervision																		
5 Medical devices testing, installation and maintenance																		
MANAGERIAL																		
1 Operational planning																		
2 Management of resources and financial activities																		
3 People management																		
4 Risk management throughout the supply chain																		
5 Requirements of a sustainable SCM system																		
ORGANIZATIONAL AND PERSONAL																		
1 Computing and data skills																		
2 Communication and interpersonal skills																		
3 Problem solving and decision making																		
4 Teamwork																		
5 Accountability and responsibility																		
6 Initiative and creativity																		
7 Conflict management																		

Annex 1: Training Needs by Functional Area (cont'd)

○ Demand
● High Demand

NT No Training Required
FND Foundation Training

INT Intermediate Training
ADV Advanced Training

Function/Process: **DISTRIBUTION**

Competency Domains

	Director			Manager			Specialist			Officer			Assistant			Worker				
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV
TECHNICAL																				
Selection and Quantification																				
1 Appropriate product selection																				
2 Specifications and quality of product																				
3 Special considerations for products																				
4 Forecast and quantify product needs																				
Procurement																				
1 Manage procurement costs and budget																				
2 Build and maintain supplier relationships																				
3 Manage tendering processes and supplier agreements																				
4 Contract management, risk and quality management																				
5 Assure quality of products																				
6 Manage import of products																				
7 Manage clearance process																				
8 Product supply during disasters and emergencies																				
9 Manage re-packing of products																				
Storage and Distribution																				
1 Storage, warehousing and inventory management				○	●	●	●								●	○				
2 Supply of commodities to facilities				○	○	●	●								●	○	○			
3 Management of transport for commodities				●	●										●					
4 Disposal of products						○	○								●					
Additional Technical Competencies																				
1 Customer Care					○	●	●								●					
2 Order processing				○	○	○	●													
3 Programme coordination																				
4 Compliance monitoring and supervision																				
5 Medical devices testing, installation and maintenance																				
MANAGERIAL																				
1 Operational planning																				
2 Management of resources and financial activities																				
3 People management																				
4 Risk management throughout the supply chain																				
5 Requirements of a sustainable SCM system																				
ORGANIZATIONAL AND PERSONAL																				
1 Computing and data skills												○							○	
2 Communication and interpersonal skills												○							○	○
3 Problem solving and decision making																			○	
4 Teamwork																			○	
5 Accountability and responsibility																			○	
6 Initiative and creativity																			○	
7 Conflict management																			○	

Annex 1: Training Needs by Functional Area (cont'd)

- Demand
- High Demand

- NT No Training Required
- FND Foundation Training

- INT Intermediate Training
- ADV Advanced Training

Function/Process: **SUPPLY, LOGISTICS,
TRANSPORT, MONITORING**
Competency Domains

	Director				Manager				Specialist				Officer				Assistant				Worker				
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	
TECHNICAL																									
Selection and Quantification																									
1 Appropriate product selection							●	●				○				○									
2 Specifications and quality of product						○	○	○																	
3 Special considerations for products							○	●																	
4 Forecast and quantify product needs						○	●	○																	
Procurement																									
1 Manage procurement costs and budget																									
2 Build and maintain supplier relationships																									
3 Manage tendering processes and supplier agreements																									
4 Contract management, risk and quality management																									
5 Assure quality of products																									
6 Manage import of products																									
7 Manage clearance process																									
8 Product supply during disasters and emergencies																									
9 Manage re-packing of products																									
Storage and Distribution																									
1 Storage, warehousing and inventory management							●	●	●							○									
2 Supply of commodities to facilities							●	●	○							○	○								
3 Management of transport for commodities							○	●	●			○					○								
4 Disposal of products							○	○																	
Additional Technical Competencies																									
1 Customer Care																									
2 Order processing																									
3 Programme coordination																									
4 Compliance monitoring and supervision																									
5 Medical devices testing, installation and maintenance																									
MANAGERIAL																									
1 Operational planning							○	●	●																
2 Management of resources and financial activities							○	○	○																
3 People management							○	●																	
4 Risk management throughout the supply chain							○	○																	
5 Requirements of a sustainable SCM system							○	○																	
ORGANIZATIONAL AND PERSONAL																									
1 Computing and data skills							●	○			○	○			○	●									
2 Communication and interpersonal skills							●	●							●										
3 Problem solving and decision making								●							○				○						
4 Teamwork								○																	
5 Accountability and responsibility								●							●				●						
6 Initiative and creativity								○							○				○						
7 Conflict management								○																	

Annex 1: Training Needs by Functional Area (cont'd)

○ Demand
● High Demand

NT No Training Required
FND Foundation Training

INT Intermediate Training
ADV Advanced Training

Function/Process: **BIOMEDICAL ENGINEERING**

Competency Domains

	Director			Manager			Specialist			Officer			Assistant			Worker				
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV
TECHNICAL																				
Selection and Quantification																				
1 Appropriate product selection				●	○	○				○	○				○					
2 Specifications and quality of product										○	○				○					
3 Special considerations for products					●	●			○	○	○			○						
4 Forecast and quantify product needs				●		○							○	○						
Procurement																				
1 Manage procurement costs and budget				○		○	●			●				○	○					
2 Build and maintain supplier relationships						○	●		○	○	○			○	●					
3 Manage tendering processes and supplier agreements							●		●	●	○			○	●					
4 Contract management, risk and quality management				●		●	●		●	●				○	●					
5 Assure quality of products				○		○	●		○	○	●				●					
6 Manage import of products					●		●													
7 Manage clearance process						○	●								●					
8 Product supply during disasters and emergencies						○	○													
9 Manage re-packing of products						○	○								●					
Storage and Distribution																				
1 Storage, warehousing and inventory management																				
2 Supply of commodities to facilities																				
3 Management of transport for commodities																				
4 Disposal of products																				
Additional Technical Competencies																				
1 Customer Care																				
2 Order processing																				
3 Programme coordination																				
4 Compliance monitoring and supervision																				
5 Medical devices testing, installation and maintenance						○	●							●						
MANAGERIAL																				
1 Operational planning			○	○			●	●												
2 Management of resources and financial activities			○				●													
3 People management				○			○	●												
4 Risk management throughout the supply chain			○			○	○													
5 Requirements of a sustainable SCM system							○													
ORGANIZATIONAL AND PERSONAL																				
1 Computing and data skills		○	○					●			●									
2 Communication and interpersonal skills				●			●			●	●									
3 Problem solving and decision making				○			●			○	○				○					
4 Teamwork				○			●			○	○				○					
5 Accountability and responsibility				●			●			●					○					
6 Initiative and creativity				○			●			○					○					
7 Conflict management				○			○			○					○					

Annex 1: Training Needs by Functional Area (cont'd)

○ Demand
● High Demand

NT No Training Required
FND Foundation Training

INT Intermediate Training
ADV Advanced Training

Function/Process: **QUALITY ASSURANCE**

Competency Domains

	Director			Manager			Specialist			Officer			Assistant			Worker				
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV
TECHNICAL																				
Selection and Quantification																				
1 Appropriate product selection																				
2 Specifications and quality of product							○	○												
3 Special considerations for products					●	●	●					○								
4 Forecast and quantify product needs																				
Procurement																				
1 Manage procurement costs and budget					○							○								
2 Build and maintain supplier relationships					○	○						○		○						
3 Manage tendering processes and supplier agreements					○		○					○		○						
4 Contract management, risk and quality management					○	●						○	○							
5 Assure quality of products					○	●	○					○	○	○						
6 Manage import of products							●						○							
7 Manage clearance process							○	○				○	○							
8 Product supply during disasters and emergencies							○													
9 Manage re-packing of products							●						●							
Storage and Distribution																				
1 Storage, warehousing and inventory management					●	●							●							
2 Supply of commodities to facilities							○						○							
3 Management of transport for commodities							○	○						○						
4 Disposal of products							○	○						○						
Additional Technical Competencies																				
1 Customer Care					○	○	●					○	●							
2 Order processing					○	●	○					○	○							
3 Programme coordination							○						○							
4 Compliance monitoring and supervision							○	○					●							
5 Medical devices testing, installation and maintenance																				
MANAGERIAL																				
1 Operational planning					○	●														
2 Management of resources and financial activities																				
3 People management					○	○														
4 Risk management throughout the supply chain					○	○														
5 Requirements of a sustainable SCM system					○															
ORGANIZATIONAL AND PERSONAL																				
1 Computing and data skills							○	○				○								
2 Communication and interpersonal skills							●						○							
3 Problem solving and decision making							●						○							
4 Teamwork							●						○							
5 Accountability and responsibility							●						●							
6 Initiative and creativity							○						○							
7 Conflict management							●						○							

Annex 1: Training Needs by Functional Area (cont'd)

○ Demand
● High Demand

NT No Training Required
FND Foundation Training

INT Intermediate Training
ADV Advanced Training

Function/Process: **PROCUREMENT**

Competency Domains

	Director			Manager			Specialist			Officer			Assistant			Worker				
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV
TECHNICAL																				
Selection and Quantification																				
1 Appropriate product selection				○			○													
2 Specifications and quality of product			○					○												
3 Special considerations for products		○		●		○	○					○								
4 Forecast and quantify product needs				○			○	●				●								
Procurement																				
1 Manage procurement costs and budget		○					○	○				○	○							
2 Build and maintain supplier relationships			●				○	●				●	○							
3 Manage tendering processes and supplier agreements		○		●		○	●	●				●	●							
4 Contract management, risk and quality management		○	●	●		○	○	●				●	●	○						
5 Assure quality of products		○		○		○	○	○				●	○							
6 Manage import of products		●	○	○		○	●	●				○	○	○						
7 Manage clearance process		○	○	○			○	●				●	○							
8 Product supply during disasters and emergencies				○			○													
9 Manage re-packing of products												○								
Storage and Distribution																				
1 Storage, warehousing and inventory management																				
2 Supply of commodities to facilities																				
3 Management of transport for commodities																				
4 Disposal of products																				
Additional Technical Competencies																				
1 Customer Care																				
2 Order processing																				
3 Programme coordination																				
4 Compliance monitoring and supervision																				
5 Medical devices testing, installation and maintenance																				
MANAGERIAL																				
1 Operational planning		○	○	○																
2 Management of resources and financial activities		○	○																	
3 People management				●																
4 Risk management throughout the supply chain		○																		
5 Requirements of a sustainable SCM system																				
ORGANIZATIONAL AND PERSONAL																				
1 Computing and data skills			○											○						
2 Communication and interpersonal skills														●						
3 Problem solving and decision making														○						
4 Teamwork														○						
5 Accountability and responsibility				●										●						
6 Initiative and creativity														○						
7 Conflict management														○						

Annex 1: Training Needs by Functional Area (cont'd)

- Demand
- High Demand

- NT No Training Required
- FND Foundation Training

- INT Intermediate Training
- ADV Advanced Training

Function/Process: **GENERIC JOBS**

Competency Domains

	Director			Manager			Specialist			Officer			Assistant			Worker		
	NT	FND	INT	NT	FND	INT	NT	FND	INT	NT	FND	INT	NT	FND	INT	NT	FND	INT
TECHNICAL																		
Selection and Quantification																		
1 Appropriate product selection																		
2 Specifications and quality of product																		
3 Special considerations for products																		
4 Forecast and quantify product needs																		
Procurement																		
1 Manage procurement costs and budget																		
2 Build and maintain supplier relationships																		
3 Manage tendering processes and supplier agreements																		
4 Contract management, risk and quality management																		
5 Assure quality of products																		
6 Manage import of products																		
7 Manage clearance process																		
8 Product supply during disasters and emergencies																		
9 Manage re-packing of products																		
Storage and Distribution																		
1 Storage, warehousing and inventory management																		
2 Supply of commodities to facilities																		
3 Management of transport for commodities																		
4 Disposal of products																		
Additional Technical Competencies																		
1 Customer Care																		
2 Order processing																		
3 Programme coordination																		
4 Compliance monitoring and supervision																		
5 Medical devices testing, installation and maintenance																		
MANAGERIAL																		
1 Operational planning																		
2 Management of resources and financial activities																		
3 People management																		
4 Risk management throughout the supply chain																		
5 Requirements of a sustainable SCM system																		
ORGANIZATIONAL AND PERSONAL																		
1 Computing and data skills																		
2 Communication and interpersonal skills																		<input type="radio"/>
3 Problem solving and decision making																		
4 Teamwork																		
5 Accountability and responsibility																		
6 Initiative and creativity																		
7 Conflict management																		

Annex 1: Training Needs by Functional Area (cont'd)

○ Demand
● High Demand

NT No Training Required
FND Foundation Training

INT Intermediate Training
ADV Advanced Training

Function/Process: **BRANCHES**

Competency Domains

	Director				Manager				Specialist				Officer				Assistant				Worker			
	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV	NT	FND	INT	ADV
TECHNICAL																								
Selection and Quantification																								
1 Appropriate product selection					●	○	○	●																
2 Specifications and quality of product					●	○	○	○																
3 Special considerations for products					●	●	●	●	○															
4 Forecast and quantify product needs					●	○	●	●																
Procurement																								
1 Manage procurement costs and budget																								
2 Build and maintain supplier relationships																								
3 Manage tendering processes and supplier agreements																								
4 Contract management, risk and quality management																								
5 Assure quality of products																								
6 Manage import of products																								
7 Manage clearance process																								
8 Product supply during disasters and emergencies																								
9 Manage re-packing of products																								
Storage and Distribution																								
1 Storage, warehousing and inventory management					●	●	●	●																
2 Supply of commodities to facilities					●	●	●	●																
3 Management of transport for commodities					●	●	●	●																
4 Disposal of products					●	●	●	●																
Additional Technical Competencies																								
1 Customer Care																								
2 Order processing																								
3 Programme coordination						●	●	●	●		●													
4 Compliance monitoring and supervision					●		●	●																
5 Medical devices testing, installation and maintenance																								
MANAGERIAL																								
1 Operational planning					●	●	●																	
2 Management of resources and financial activities					●	○	●																	
3 People management					●	●	●																	
4 Risk management throughout the supply chain					○	○	○																	
5 Requirements of a sustainable SCM system					○	○	●																	
ORGANIZATIONAL AND PERSONAL																								
1 Computing and data skills					●	○	●	○							○									
2 Communication and interpersonal skills					●		●	●						●	○									
3 Problem solving and decision making					●		○	○							○									
4 Teamwork					●	○	●		○	○														
5 Accountability and responsibility					●	●	●		●	●				●	●									
6 Initiative and creativity					○	○	○		○						○									
7 Conflict management					●	○	●	○	○	○				○	○									

Annex 2: Current NMSF Accredited Training Providers

	Provider Name	Country	Contact
1	Imperial for Health	South Africa	-
2	Institute of Health Management	India	-
3	Jehood for Training and Consultancy	Jordan	-
4	Optimal	Jordan	-
5	Osool for Training and Consultancy	Jordan	0096265927171
6	I+Solutions	Holland	-
7	PSA	UK	-
8	Hera Foundation	Holland	-
9	Sahara Group Training and Consultancy	Istanbul	-
10	IIHRM	India	+1919414522696
11	IMAC Training and Consultancy	Sudan	
12	Crown Agents	UK	-
13	Nuffield Centre for International Health and Development, Leeds Institute of Health Sciences	UK	-
14	Empower for Health & Science	India	-
15	CIPs & UNDP	-	-
16	Paul David Spivey	UK	-
17	Nirmal Kumar Gurbani	India	+1919414522696
18	Dr. N. Malangu (Gustav) PhD, DSc Med	South Africa	-

Annex 3: NMSF Training Attendance Allowances

Long courses (over 6 months) – Masters

Monthly allowances (USD):

	Unmarried	Married	Married with Children
Western Europe	1500	2000	2500
USA, Australia	1000	1500	2000
Eastern Europe, Turkey, South Africa	800	1200	1500
Arab States, Africa, Asia	750	1000	1200

Per Diem for Short Courses (USD)

	1-14 days	15-29 days	30 days – 6 months
Western Europe	150	75	50
USA, Australia	100	50	35
Eastern Europe, Turkey, South Africa	80	40	30
Arab States, Africa, Asia	75	35	25

Note:

- If NMSF pays accommodation and transport at destination, then 50% of above per diems applies.
- Cost of air ticket is separate.
- Cost of internal flights in Sudan are typically between SDP1500-2000 (100-150 USD).
- For out-of-country training, NMSF pays either into back account of institution, or the individual consultant.
- Fee for external consultant varies between USD250 and USD500 depending on his/her qualifications.

Annex 4: Training Curricula (Example)

Course Reference	NMSF/001
Course Title	Performance Management
Duration	2 days
Course Objectives	<p>By the end of the training, the learners will:</p> <ol style="list-style-type: none"> 1. Understand the role of the supervisor, as being the bridge between the organization and the employee 2. Understand how to communicate the larger goals of the organization to employees 3. Be able to detect problems in employee performance 4. Be able to identify training gaps of employees 5. Be able to apply the performance management system within his organization and to individual employees
Target Group	Supervisors
Course Content	<ol style="list-style-type: none"> 1. Principles of supportive supervision <ol style="list-style-type: none"> a) Inter-relationship between supportive supervision and performance management b) Inspection and control versus supportive supervision c) Supportive supervision versus employee motivation d) Worker motivation and productivity 2. Principles of the Performance Management System (PMS) <ol style="list-style-type: none"> a) Staff know and understand what performance is expected from them b) Staff have the competencies to perform as expected c) Staff receive continuous feedback about their performance 3. Implementation of Performance Management System <ol style="list-style-type: none"> a) Foster agreement and commitments among stakeholders b) Determine the expected performance of local teams and individual employees c) Assist local teams and individuals to carry out performance improvement d) Manage change and performance support efforts e) Celebrate progress made (success stories)

Annex 5: Training Course Evaluation Form (Example)

COURSE EVALUATION BY PARTICIPANTS					
Participant Name: [Name]			Course: [Title]		
Training Provider: [Training Provider]			Course Dates: [Dates]		
Instructors:	Excellent	Very Good	Good	Fair	Poor
1. Knowledge of subject matter					
2. Listening skills					
3. Presentation skills/delivery					
4. Overall instructor rating					
5. Topics covered in detail					
Course Content:	Excellent	Very Good	Good	Fair	Poor
1. Course achieved its objectives					
2. Exercises					
3. Use of time					
4. Overall course rating					
Materials:	Excellent	Very Good	Good	Fair	Poor
1. Overall quality of course materials					
2. Potential value as future reference material					
3. Value of presentation materials					
4. Flow / structure of information					
What changes would you like to see in the training materials?					
What changes would you like to see in the delivery method?					
Future Sessions:	Always	Often	Sometimes	Rarely	Never
1. How often would you attend future trainings of this nature?					