



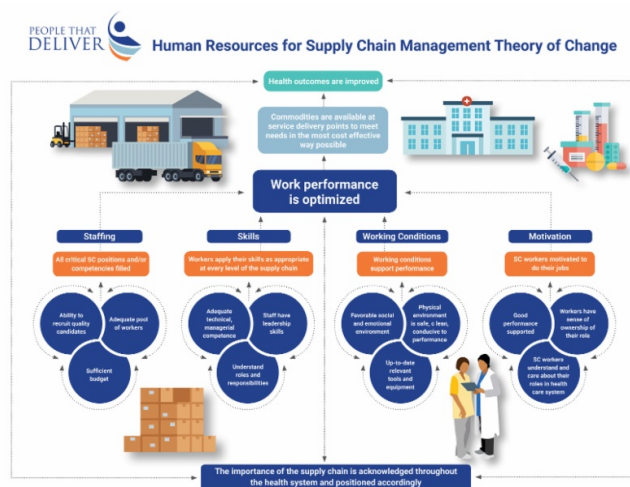
People that Deliver Newsflash

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People that Deliver Launches a New Resource for Health Supply Chain Practitioners: The Human Resources for Supply Chain Management Theory of Change

At the Global Health Supply Chain Summit this past November in Lusaka, Zambia, PtD officially launched a new resource, the Human Resources for Supply Chain Management Theory of Change (HR4SCM ToC for short). Hundreds of millions of dollars in commodities flow through the health supply chain (SC) system, yet the critical, strategic function of the supply chain within health systems is rarely acknowledged—and the SC workforce seldom has the right technical and managerial competencies to perform optimally or the empowerment to affect supply decisions and policies. Insufficient numbers of competent staff can cause breakdowns in supply chain systems and lead to poor system performance. The HR4SCM ToC analyzes the conditions needed to ensure that workers at every level of the supply chain are performing optimally, in order to fulfill all the necessary functions of an effective supply chain system.



A theory of change (ToC) describes how a desired change is expected to occur. The HR4SCM ToC provides a useful basis for strategic planning, by providing a foundation for developing

strategies—such as to manage the quantity, type, and capacity of human resources required to operate health supply chains. It also serves as a foundation for monitoring and evaluation, by specifying how to measure activities undertaken to make change. The HR4SCM ToC resource also captures complexity in a concise form and allows users to understand how a number of program activities link to one another and lead to program goals.

PtD has developed two resources for the HR4SCM ToC. 1) A two-page brief that provides a high-level overview of the HR4SCM ToC describing the four pathways to success, the desired long-term outcome, and foundational principle. 2) A longer narrative that explains the HR4SCM ToC in more detail, with a full description of the critical assumptions, an explanation of the ToC diagram, and an indicators and interventions catalog. All HR4SCM ToC materials are available for download in both English and French on the [People that Deliver website](#).



Highlights from the Global Health Supply Chain Summit in Lusaka, Zambia

The 2018 Global Health Supply Chain Summit (GHSCS) is an annual event that brings together health supply chain thought leaders from all over the world. The summit offers an opportunity for supply chain professionals to learn about the latest innovations, resources and trends in the field, as well as an opportunity for networking and face-to-face collaboration. This year, the GHSCS was held in Lusaka, Zambia, from 28-30 November and the PtD Secretariat staff had the privilege to attend, as well as several board members. PtD Board Chair Dr. Lloyd Matowe is a member of the GHSCS organizing committee and was instrumental in bringing the conference to Zambia. He engaged with the Zambian Ministry of Health as well as other key Zambian supply chain leaders and mobilized a team of over 50 student volunteers from the Lusaka Apex Medical University to work as ushers during the event.

PtD Executive Manager Dominique Zwinkels presented as part of a panel on “Meeting Supply Chain Talent Needs” alongside Liz Igharo from IAPHL, Dr. David Zapata from Keuhne Foundation, Boniface Fund Funda from the Africa Resource Centre (ARC), and Yehuda Bassok from USC. You can view her presentation [here](#). Board Member Linus Odoemene presented on Government Leadership of the Nigeria Supply Chain Management System. Board member Christine Chacko from Guidehouse presented on Assessing the Total Health Commodities Financial Needs for Health Facilities and Supply Chain Implications in Tanzania, Jon Jensen, also from Guidehouse, presented on Improving Medicine Availability in the South African Public Health Supply Chain, and Board Member Jess Crawford from VillageReach presented on how the Next Generation Immunization Supply Chain Lowers Health System Costs in DRC.



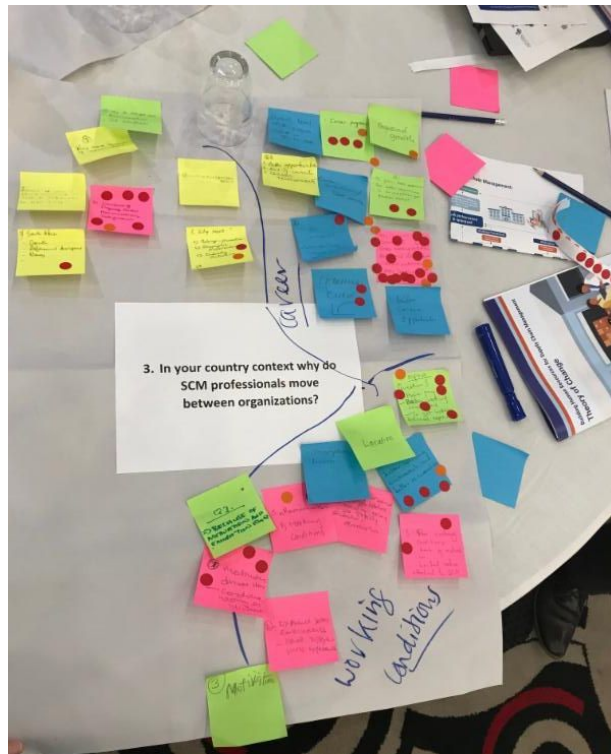
(From Left to Right) Liz Igharo, Executive Director of IAPHL; Dominique Zwinkels, PtD Executive Manager; Dr. Daniel Zapata, Global Logistics Education, Kuehne Foundation; Prof. Yehuda Bassok, Marshall School of Business, University of Southern California

The day before the summit, PtD held a one-day workshop on the PtD HR4SCM ToC and the GHSC-PSM Whole of Labor Market Approach. Board member Dr. Andrew Brown representing IntraHealth facilitated the workshop with presentations by Bridget McHenry (USAID), Erin Meier (consultant), Bastiaan Rimmelzwaal (consultant), and Dominique Zwinkels (PtD). Over 75 people attended the all-day workshop, including several PtD board members, and Ministries of Health in Nigeria and Cameroon. This workshop served as the official launch of the HR4SCM ToC providing an opportunity for participants to learn about the resource directly from the authors themselves, with a deep dive into why it was developed, how it can be used, and the tools and resources available to support its use. Participants had the opportunity to ask the authors questions about the HR4SCM ToC to better understand how they might

incorporate this foundational resource into their projects.

Overall, the summit proved to be an exciting opportunity for PtD staff and board members to increase the visibility of HR for SCM, which was a common theme throughout the three days. During the closing of the summit, the Permanent Secretary for the Ministry of Health of Zambia asked participants to share their key takeaways. A participant from the Pharmacists Council of Nigeria (PCN) stood up and highlighted HR4SCM as a cross-cutting issue that affects all aspects of the supply chain. The presentations and agenda from GHSCS 2018 can be viewed on the summit website here:

<http://ghscs.com/agenda-2018/>



The output from the small group work during the PtD workshop on 27 November.

PtD visits the Lusaka Apex Medical University

While in Lusaka, Zambia for the Global Health Supply Chain Summit, the PtD Secretariat had the privilege of visiting the School of Pharmacy at the [Lusaka Apex Medical University \(LAMU\)](#). Dean of the university and PtD Board Chair Dr. Lloyd Matowe, invited board member Dr. Andrew Brown from IntraHealth to give lectures to pharmacy students. Dr. Brown's lectures included an overview of health supply chain management, the role of pharmacists in the supply chain, the challenges faced professionally and the biggest issues currently facing the public health supply chain sector. One repeatable quote, "the difference between a good pharmacist and a great pharmacist is communication." The PtD Secretariat tagged along for this excursion and Executive Manager, Dominique Zwinkels, gave a presentation on professionalization of the supply chain workforce to the students. Time was given for a question and answer session with PtD and Dr. Brown – the students were especially interested in advice on finding a job and connecting to the global HR for SCM network. Special thanks to Dr. Matowe and the LAMU faculty for hosting such an enriching visit.



LAMU Pharmacy students (in white coats) pose for a photo with Dominique Zwinkels, Dr. Andrew Brown, Alexis Strader, and Dr. Lloyd Matowe

MAMaZ Against Malaria Community Health Volunteers present to People that Deliver in Lusaka, Zambia



Ernest Chanda (standing, left), District Programme Co-ordinator, MAMaZ Against Malaria presenting with two MAMaZ Community Health Volunteers Rabbecca Chisenga and Baron Mwpeta to PtD board members.

On the 30th November 2018 team members from the MAMaZ Against Malaria pilot project in Serenje district, Zambia made a special presentation to the PtD board of directors in Lusaka, Zambia. Transaid, DAI Global Health, Development Data, Disacare and Medicines for Malaria Venture (MMV), in collaboration with the Zambian National Malaria Elimination Centre (NMEC), conducted a 12-month MAMaZ Against Malaria (MAM) pilot project which trained CHVs to provide rectal artesunate (RAS). RAS is a pre-referral intervention for severe malaria given at community level. The project also focuses on effective ways to mobilize communities to access appropriate treatment for severe malaria & reduce life-threatening delays and builds sustainable capacity at district level to support effective severe malaria case management. Read the full story in the latest Transaid newsletter [here](#) and learn more about the MAMaZ Against Malaria Program [here](#).

Management Sciences for Health joins the PtD Board

On 9 January 2019, the PtD board elected Francis Aboagye-Nyame and Emmanuel Nfor from [Management Sciences for Health \(MSH\)](#) to the PtD board. Francis and Emmanuel are supply chain professionals currently working on the [MtaPS Project](#) being implemented by MSH. PtD currently has 23 board organizations that represent seven different constituents: academic institutions, non-governmental organizations, professional associations, governments, donor institutions, and multilaterals organizations.

News from Partner Organizations

VillageReach releases their Year in Review for Activities in Francophone Africa

VillageReach's special edition of their francophone newsletter highlights 2018 achievements and recognizes the supply chain champions who made these achievements possible. In it you can read about their efforts to distribute 30 tons of medicines in Ebola-affected areas of DRC, their leadership summit for reproductive health supply chain professionals in DRC, held in collaboration with UNFPA, the National Program for Reproductive Health and the Equateur Province DPS. In Côte d'Ivoire, VillageReach signed a tripartite agreement with the Ministry of Health, Gavi, and the telecommunications company Orange for their M-Vaccin project. You can read the full newsletter (only available in French) [here](#). Sign up to receive their English-language newsletter at www.villagereach.org.



At Empower School of Health, HR4SCM Takes Center Stage

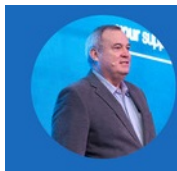
[Empower School of Health](#) has collaborated with People that Deliver (PtD) in several ways, including as a member of the board. Empower's Director Prof. Paul Lalvani is currently serving as the elected Deputy Chair of PtD. Empower has been actively promoting PtD's mandate to strengthen and transform the PSM workforce. Some examples include:

- **HRH 2030:** An assignment funded by USAID, in collaboration with Chemonics and People that Deliver, Empower is currently developing the 'Leadership to Inspire Change' course in partnership with other PtD stakeholders
- **[Community of Practice \(COP\) for PSM in India:](#)** In 2018, Empower organized a Health Supply



Chain Stakeholder Consultation for building a Community of Practice (CoP) in India with support from PtD and under the aegis of IAPHL

- The goal of this stakeholder meet was to obtain input for building a Community of Practice (COP) of health supply chain practitioners in India
- Post workshop, Empower has continued to build the COP in innovative ways and early fruits have started benefitting the community
- Participants included government organizations, UN and technical agencies, donors and multilateral banks, private sector pharmaceutical & logistics players and international NGOs
- **PtD Competency Compendium based [Competency Assessment Tool \(CAT\)](#):** Empower has developed a Competency Assessment Tool (CAT) in collaboration with PtD using its framework for supply chain competency mapping. More than 500 people from across 20 countries have assessed their PSM skills through this tool
- **[Galien Forum](#):** Empower took part in the Galien forum and presented Empower's Big Learning platform which also has the integrated Competency Assessment Tool (CAT) tool. The forum was attended by MoH and Head of States in Dakar, Senegal. The focus of the forum was on Health and Education
- **[Sudan MoH & NMSF](#):** Building on the work done by PtD in Sudan, Empower has been building capacity of PSM professionals through workshops in 2018, with more planned for 2019
- **[Access Development Partners \(ADP\) project in Ghana](#):** MOH-UNDP-Empower are rolling out competency assessments based on PtD Competency Compendium. These will have significant workforce development impact in Ghana and West Africa.



"More than half the world's population lacks access to the most basic health services, and in many developing countries, people are dying because of inefficient supply chains." [Mungo Park](#)

PtD Featured in SAPICS' 2018 Year-End E-Zine

SAPICS joined the PtD board in March of 2018 and has been an enthusiastic and supportive board organization from the start. They featured PtD in an article in their end of year e-zine which explains how PtD board membership represents a strategic step

towards the supply chain workforce strengthening across the African continent. SAPICS CEO Mungo Park expressed his pride in having "...the opportunity to contribute to the global drive to develop and professionalize public health supply chains in order to improve access to critical medicines and save lives." Read the article and access the full e-zine [here](#).

Upcoming events

BME Global Pharma Supply Chain Congress

The 4th BME Global Pharma Supply Chain Congress 2019 is taking place 11-14 February in Frankfurt, Germany. Maeve Magner, former advisor to PtD is moderating the conference. Current board member and Head of Supply Chain at The Global Fund to Fight AIDS, Tuberculosis and Malaria, Alfons Van Woerkom, will be presenting on *Access to talent in a low incentive environment* and former board member, Iain Barton will be presenting on "*Broadening supply chain influence in driving access in developing markets*". This event brings together supply chain top executives from leading pharma and healthcare companies and supply chain thought leaders from industry, international public and private relief agencies, as well as from healthcare institutions and NGOs. Learn more about the conference and see the full list of speakers and topics [here](#).

RHSC General Membership Meeting

From 25-28 March 2019, reproductive health supply chain experts will convene in Kathmandu, Nepal for the Reproductive Health Supply Chain Coalition's (RHSC) [19th General Membership Meeting](#). This four-day event will include an Innovation Expo that will showcase the cutting-edge work of members to improve access to RH supplies, a Youth Caucus, and several topical working group meetings. It is too late to submit a presentation topic, but you can still register to attend the event [here](#).

SAPICS 2019

The professional association SAPICS is holding their annual conference in Cape Town, South Africa from 9-12 June 2019. This year, the conference will include a selection of academic research papers which will have been peer reviewed by representatives from the POMS community. The theme of the event being "Thrive and Survive." While the paper submission deadline has already passed, speaker presentations are currently being accepted. For more information, visit [the conference website](#). The PtD board will be holding its yearly in-person meeting immediately following the conference in Capetown.

Health & Humanitarian Logistics Conference 2019

Save the date for this year's Health & Humanitarian Logistics (HHL) Conference taking place 10-11 July 2019 in Kigali, Rwanda. PtD is proud to be a member of both the organizing and program committees for this year's conference. The themes for this year are still being finalized but will most likely focus on the road to resilience, topics from the local Rwandan and East African Community Context, and supply chain innovation beyond technology. PtD will be sharing periodic updates on the conference preparations via [Twitter](#) and [LinkedIn](#). The conference site can be found at: <https://chhs.gatech.edu/conference/>

Organized by:

INSEAD NC STATE UNIVERSITY Georgia Tech Health & Humanitarian Systems Northeastern University

MIT Humanitarian Supply Chain Lab PEOPLE THAT DELIVER APHL



SAVE THE DATE
KIGALI, RWANDA
11th Annual
HEALTH & HUMANITARIAN LOGISTICS CONFERENCE
July 10-11, 2019

For more information Visit: chhs.gatech.edu/conference

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