

THE SUPPLY CHAIN GOVERNANCE AND WORKFORCE DEVELOPMENT FRAMEWORK

Transforming national health supply chains through investments



Professional human resources are essential for effective health supply chains (SCs) and public health systems. Continuous investments from many sources and donors have been made with the aim of professionalising the health workforce. However, a recent analysis of investments that support national SCs found that significant investments have been made in training national SC staff without consideration of the broader SC workforce enablers and parameters. The analysis also suggested that the coordination of these efforts both internally (within the Global Fund) and externally (among other development partners) to better understand the scope, context and results, was not prioritised.

This document, hence, outlines the importance of adopting a more holistic approach to SC governance and workforce development (G&WD), and introduces the [G&WD framework and implementation guide](#).

The Global Fund (TGF) is the largest multilateral investor in grants for health systems, investing USD 1 billion a year to build resilient and sustainable systems for health, which include sustainable national health supply chains (SCs).

Investing in health SCs not only supports efforts against HIV, TB, and malaria; it also prepares countries in managing other disease programmes resulting in broader health outcomes. Such investments therefore support the sustainable, equitable and effective delivery of health services.

People that Deliver is an ever-growing coalition of members who represent governments, international donors, multilateral agencies, non-governmental organisations, academic institutions, professional associations and private companies.

Its aim is to create a competent, supported and adequately-staffed supply chain workforce that is deployed across the public and private sectors within the health system.

Governance and workforce development framework: An introduction

[The governance and workforce development \(G&WD\) framework](#) is a set of principles and processes supplemented with tools and resources to support TGF staff (such as SC specialists and health portfolio managers) to approach SC transformation from a human resources perspective. The framework supports TGF staff to holistically design and plan the workforce development investments required for and often requested by countries.

The G&WD framework has been developed in alignment with the Supply chain roadmap in support of TGF's vision to, "Strengthen and accelerate the development of efficient, agile, people-centric and sustainable national health system SCs to ensure equitable access to quality assured & affordable health products." Supporting TGF's thematic role of capacity development, the G&WD framework has been designed to meet the strategic objective of, "Supporting countries to structure, develop and professionalise capabilities to operate their SCs." The G&WD framework can also be considered a toolkit, designed to sustainably develop skillsets and shape mindsets away from narrowly focussed training agendas to considering human capital development more broadly to aid the transformation of public health SCs.

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Why is a G&WD framework required?

Development towards a mature national health SC depends significantly on professionalism. This cannot be achieved through training alone but requires the recognition that organisational capacity gaps need to be filled as well as a desire to fill them. Professionalism also demands that these capacities are maximised in an enabling environment and requires an appropriate mix of individual and collaborative work towards organisational goals. Only then can capacities be turned into operational competencies that can serve an organisation. In addition, public health SCs are complex owing to the number of involved entities and several compliance systems as per national public sector laws. Hence, to achieve a sustainable outcome and develop organisational and human capacities a holistic approach is required. This is where the rigorous approach to professionalisation, as proposed by the G&WD framework, comes in.

Expectations from a holistic G&WD consideration

Sustainability: Investments made in SC governance and workforce development must have sustainable outcomes for the country and organisation.

Stewardship: Investments made by TGF must result in country-level stewardship of national SCs.

Accountability: The Global Fund should hold leaders of the SC organisation and the service providers accountable for the results from workforce development interventions.

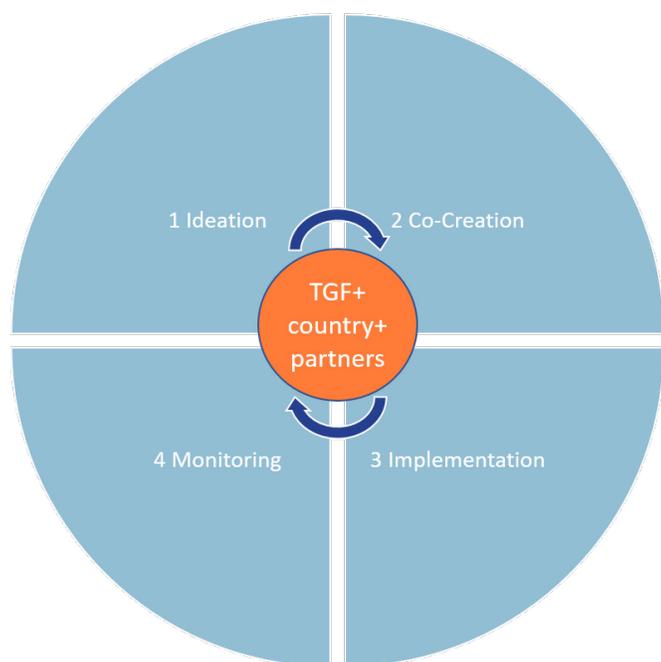


Figure 1: Four-step process for applying the G&WD framework

How to apply the G&WD framework?

The G&WD framework combines two existing and widely-recognised concepts to strengthen SC governance and the SC workforce:

- **The EDIS model:** A TGF model designed in 2018-19, which shares good practices in project design and the management of human resources projects applied for SC transformation (engage, design, implement and sustain); and,
- **The four pathways** from the People that Deliver's [Theory of Change for Human Resources for Supply Chain Management](#) (staffing, skills, working conditions and motivation).

The G&WD framework proposes a stepwise method of engagement and collaboration from ideation and co-creation to the implementation and monitoring of system strengthening investments at country level. It recommends using a local and contextualised implementation methodology and tools/resources for G&WD initiatives, while ensuring that the standardised G&WD principles are followed.

To support TGF staff in successfully applying [the G&WD framework a detailed implementation guide](#) has been developed as a practical Excel tool. It provides stepwise guidance on the path to be followed. Within the guide are several tools and resources, such as a template to conduct a risk analysis of a prospective workforce development investment, a template to design the scope of work for the programme, standardised logical workflows to help design G&WD initiatives, a library of G&WD resources and a library of training courses to develop SC competencies.

Great efforts have been made to keep both the framework and the guide simple to enable TGF and its partners in their capacity development roles and increase value through related investments while lightening the workload. Improvements are always possible and, since the framework has been kept simple, it can easily be developed further.

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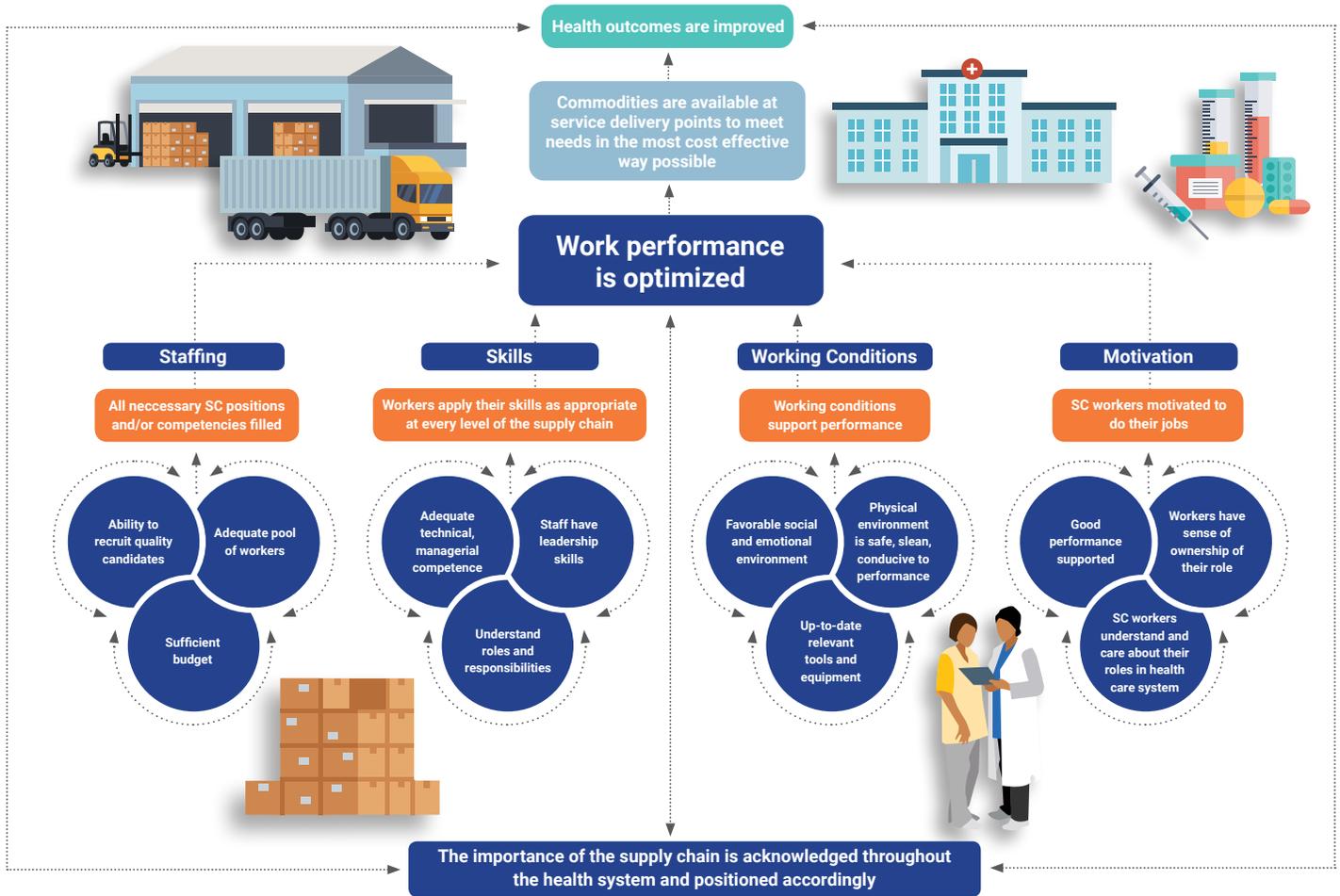


Figure 3: Human resources for supply chain management, taken from PtD's Theory of Change

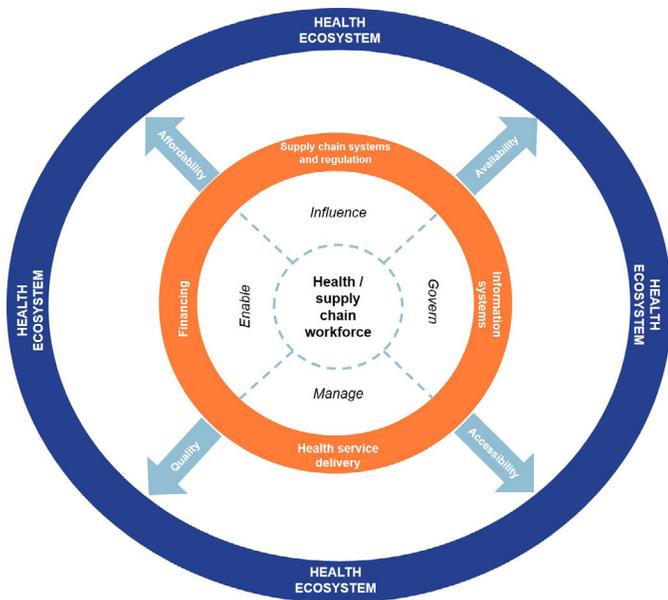


Figure 2: Understanding and recognising the importance of the health supply chain workforce

How can the G&WD framework be applied to the supply chain roadmap or PSM-strategic initiative?

The supply chain roadmap (SCR) and the PSM-strategic initiative (PSM-SI) enlist several investment areas under various thematic roles or workstreams to guide SC teams to identify strategic investments in TGF portfolio countries. Both the SCR and PSM-SI approaches suggest making significant investments in organisational governance and workforce development. These investments are not only suggested to support capacity development (in SCR) or the sustainable governance workstream (in PSM-SI), but also

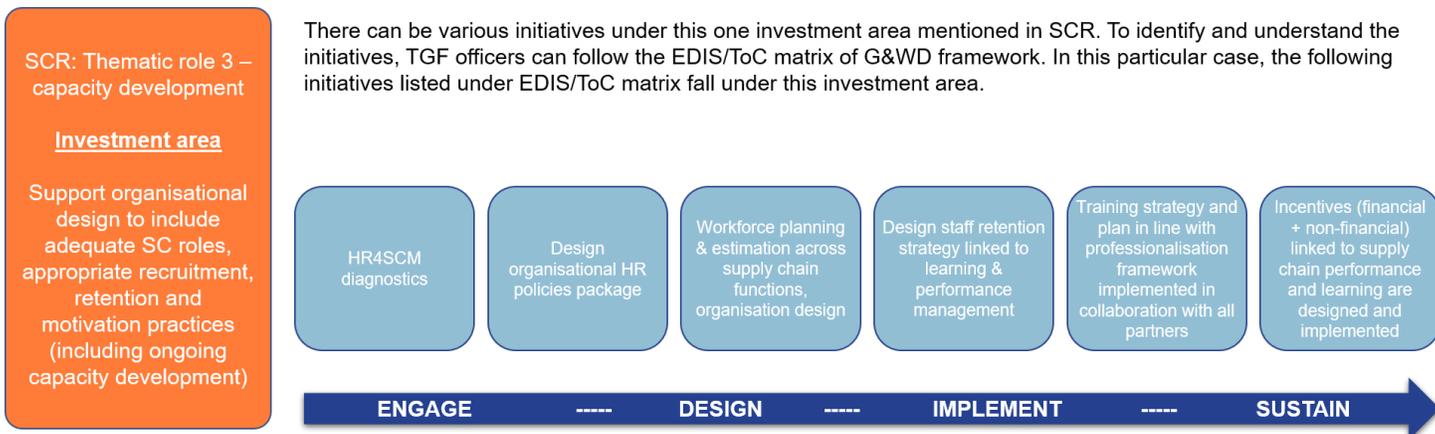


Figure 4: An example of how the framework can be applied under thematic role 3 – capacity development in the supply chain roadmap

to support other thematic roles or workstreams given that workforce development cuts across various technical areas. Considering the vision of SCR and the outcomes envisaged for PSM-SI, it is important for SC teams to approach these investments holistically and thus the application of the governance & workforce development framework becomes important.

For example, a deep dive into one of the investment areas from thematic role 3 (capacity development) in the supply chain roadmap can help understand how the G&WD framework can support TGF officers in adopting a more focussed and holistic approach when designing investments.

The investment area mentioned in SCR is broad and can be interpreted in many ways; this can pose a challenge for SC staff in identifying initiatives to address this investment area.

The EDIS/ToC matrix, as part of the G&WD framework, can support staff in identifying initiatives in which investments can be made. Using the four-step application process SC staff can envisage and co-create these initiatives with national stakeholders and other partners, and identify the implementer while monitoring the initiatives in consideration of the guidelines offered in the framework. To support the staff in going through these steps, the framework provides a set of tools, as mentioned above, that can be used when required or shared with national stakeholders.

The G&WD framework was designed for TGF’s SC unit in line with its global objectives on access to medicines. This framework, though, can be adapted to any organisation and country engaged in SC systems strengthening and workforce development.