

Building human resources for supply chain management

Theory of Change



A guide with which to develop a strategy to strengthen human resources for supply chain management

What is PtD's Theory of Change?

PtD's Theory of Change (ToC) in building human resources for supply chain management (HR4SCM) **analyses the conditions needed** to ensure that workers at every level in a supply chain perform optimally.

It centres on four pathways: **staffing, skills, working conditions** and **motivation**; addressing these is necessary if commodities are to be available in the most cost-effective way possible and to improve health outcomes.

It provides **a structure to prioritise interventions in human resources for supply chain management**, an effective monitoring and evaluation process to measure progress against indicators for the selected interventions and the foundation for developing a HR4SCM strategy.

A theory of change is a methodology that lays out the chain of events needed to achieve a desired outcome. It is used by organisations to plan a route towards change and at the same time it helps to monitor and evaluate performance.

The four pathways

Staffing

All critical supply chain positions are filled

Skills

Workers are able to apply their skills at every level of the supply chain

Working conditions

Working conditions help employees to reach their potential

Motivation

Supply chain workers are motivated to do their jobs



Why do we need a ToC?

All too often the supply chain workforce lacks the right technical and managerial competencies to perform optimally or the empowerment to affect supply decisions and policies. What's more, **insufficient numbers of competent staff can cause breakdowns in supply chain systems** and lead to poor system performance.

The ToC is **a tool to assist health supply chain organisations in reaching their human resources potential**. By centring on the four pathways organisations can strengthen their human resources and the efficiency of their supply chain operations.

All in all, **the ToC supports the development of the supply chain profession**, instilling a sense of pride and creating communities of practice to ultimately improve health outcomes.

In action: Ethiopia

It was in Ethiopia's pharmaceutical supply chain that we implemented the Theory of Change. The tool was extremely useful. We were able to identify human resources management and competency gaps, and conducted training needs analyses in order to provide targeted solutions in each of the pathways, particularly the skills pathway.

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This comprehensive approach led to great results starting with leadership awareness of the importance of HR4SCM and the need for them to be skilled, adequate in numbers and provided with an enabling environment.

Pamela Steele

Founder & CEO, Pamela Steele and Associates



The ToC comprises:

Theory of change brief

An overview of the ToC and the philosophy behind it

Theory of change narrative

The ToC guiding document

Theory of change framework diagram

A graphic detailing the four pathways and how they contribute to improving supply chain performance

The indicators and interventions catalogue

Found in the ToC narrative, this focuses on implementation, defining sources of data and intervention recommendations

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**Access the
Theory of Change**

