



# CAPITALISING ON MOMENTUM

WORKPLAN AND STRATEGY  
2024-2029

August 2024

## CAPITALISING ON MOMENTUM

The People that Deliver (PtD) coalition is the global technical leader in human resources (HR) for health supply chain management (SCM), sending the message to governments, international development organisations and donors that supply chain management is a key strategic function of health systems, and that creating a professional, empowered and equipped health supply chain workforce should be a national priority, a global concern and a shared responsibility.

Over the past decade the PtD coalition has gained its reputation as the global technical leader in HR for SCM through its activities and by building and maintaining trust with and within the global health supply chain community. The coalition was born from the recognition of the need for a professionalised health supply chain workforce and this goal has become central to PtD's mission. Its flagship tool, the [Building human resources for supply chain management theory of change](#), is recognised as the gold standard in addressing staffing, skills, motivation and working conditions in health SCM, while the [Supply chain management professionalisation framework](#) is the driving force behind its professionalisation activities.

In recent years the [PtD Global Indaba](#) has become a staple among the global health supply chain conferences. Following the inaugural conference in Zambia, and the second edition in Thailand,

the Global Indaba has become the leading conference on the health supply chain workforce.

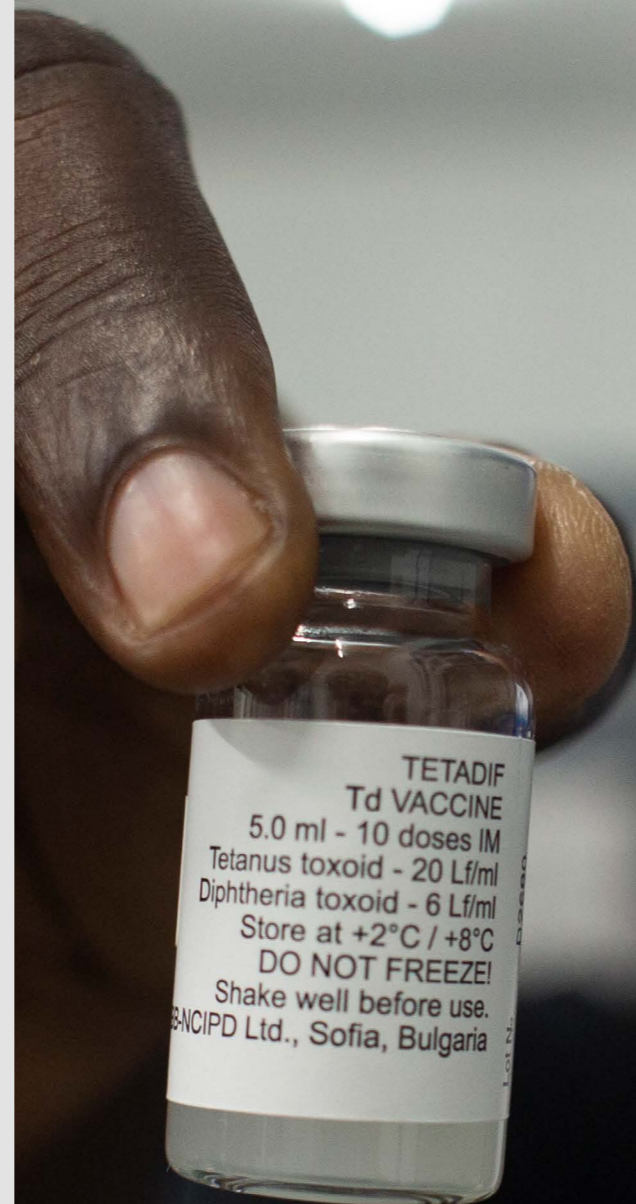
Over the next five years the PtD coalition is looking to capitalise on the progress made in recent years. PtD will drive SCM professionalisation through its four strategic priorities, which are underpinned by rigorous monitoring and evaluation:

- 1) Convening diverse organisations
- 2) Developing leadership capability
- 3) Establishing tools and frameworks
- 4) Engaging in advocacy

The next five years will centre on gathering evidence on the impact of supply chain management (SCM) professionalisation and effective leadership, and sharing the most-effective practices with countries, development partners and the global health supply chain community.

Securing financial resources is key to capitalising on momentum and supporting PtD's operations. This document demonstrates the sustained impact PtD is affecting and exemplifies the PtD coalition's commitment to go even further. With PtD at the helm, SCM professionalisation is gaining tremendous momentum.

The PtD coalition is grateful for your support as it strides towards a future in which access to health commodities is a reality for everyone, everywhere.



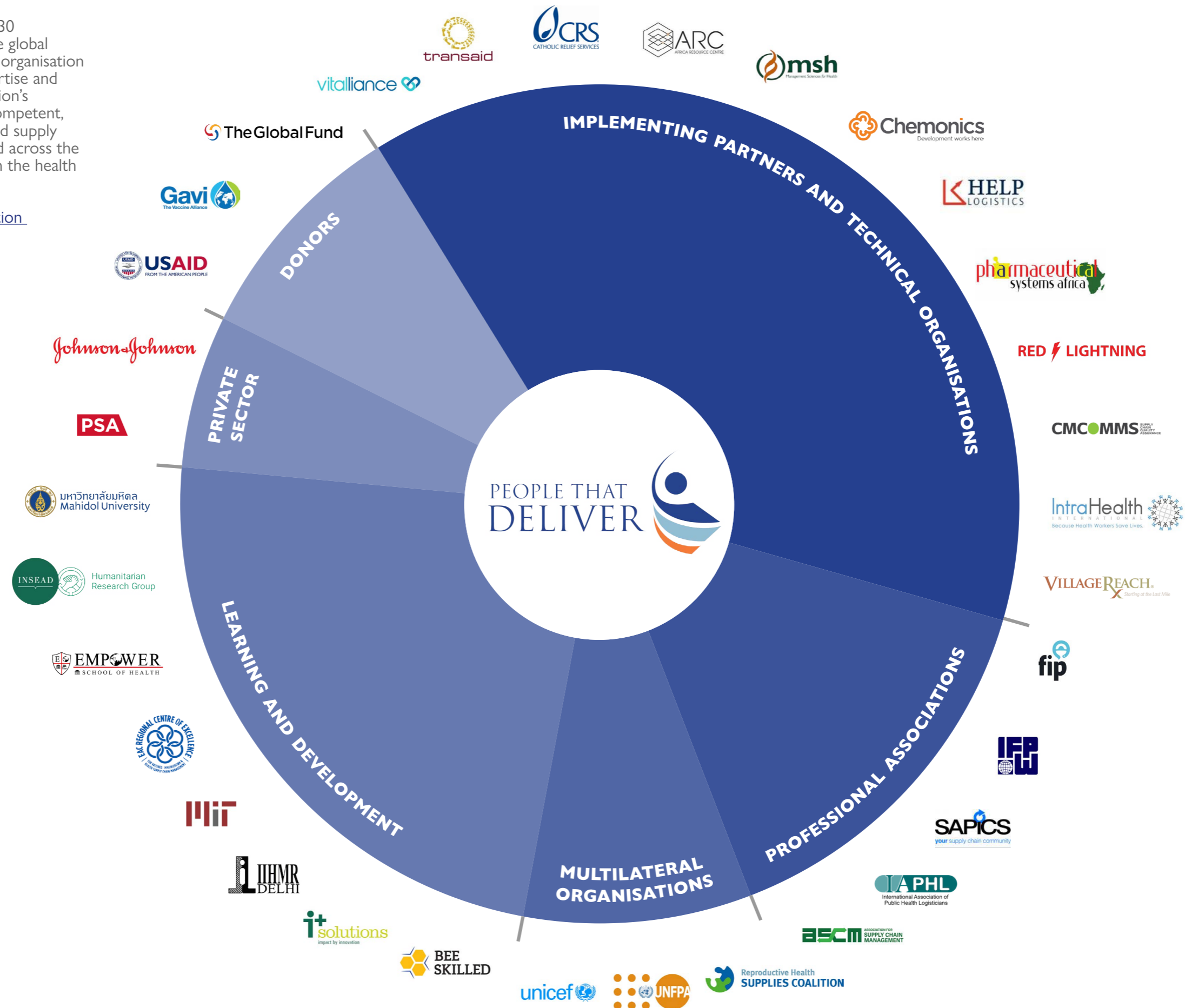
### WHAT IS HEALTH SUPPLY CHAIN MANAGEMENT PROFESSIONALISATION?

Supply chain management professionalisation means creating a profession of the highest integrity and competence, with a workforce that has the right skills and qualifications to perform clearly defined health supply chain roles. It also involves establishing acceptable qualifications and a professional body to oversee and regulate the affairs and conduct of members of the profession.

## THE PEOPLE THAT DELIVER COALITION

PtD is a coalition of more than 30 organisations that operate in the global health supply chain sector. Each organisation contributes different skills, expertise and experience to achieve the coalition's mutual goal: the creation of a competent, supported and adequately staffed supply chain workforce that is deployed across the public and private sectors within the health system.

[Read more about the PtD coalition members.](#)



## OUR OBJECTIVES

PtD envisions a world in which health supply chain workforces are empowered and equipped to perform their roles, with SCM professionalisation as the central goal. This will lead to more efficient supply chains, increased access to health commodities and ultimately improved health outcomes.

As the PtD coalition has grown and evolved, so have its ambitions and objectives. PtD's role has expanded beyond engaging in advocacy and over the next five years the coalition will be pivotal in helping countries to strengthen and professionalise the health supply chain workforce.

## OUR 2024-2029 WORKPLAN

Our 2024-2029 workplan lays out the foundations and strategic enablers at the centre of PtD's work: those that are essential to our long-term goal of a professionalised, empowered and equipped health supply chain workforce and our ultimate vision of improved health outcomes.

- 1. PROFESSIONALISATION**  
**Drive SCM professionalisation and effective leadership**

Over the next five years PtD coalition members will identify the activities needed to drive SCM professionalisation and promote effective leadership in countries. The PtD secretariat will assist coalition members with advocacy support, guidance, tools and solutions to professionalise the health supply chain workforce. In particular the secretariat's role as the coordinator of the [STEP 2.0 programme](#) and the [Supply chain management professionalisation hub](#) – which coordinates SCM professionalisation activities – provides PtD with the opportunity to assist governments and ensure workforce development remains a top priority.
- 2. ADVOCACY**  
**Implement evidence-based advocacy**

Showcasing the results of health supply chain workforce interventions and demonstrating the impact of PtD's work are crucial to advocacy efforts. Data collection and analysis will form the basis of PtD's evidence-based advocacy, demonstrating to countries, development partners and donor organisations that investing in the SCM workforce will boost supply chain performance and improve health outcomes. Demonstrating impact is crucial to the replication, scaling and sustainability of programmes, not to mention in securing consistent and increased funding.
- 3. SUSTAINABILITY**  
**Secure PtD's financial autonomy**

There has never been so much competition for donor resources, particularly for health systems strengthening. The PtD secretariat will explore new funding sources through its broad coalition, leveraging new partnerships and creating opportunities for collaboration.

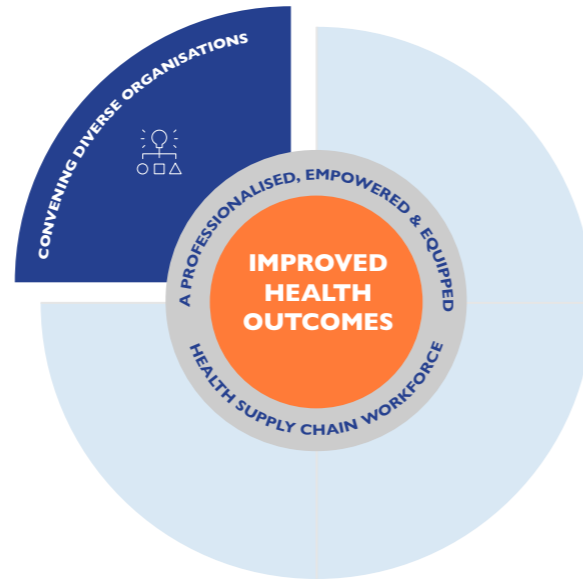


## STRATEGIC ENABLER # 1 CONVENING DIVERSE ORGANISATIONS

PtD's main strength is its convening power. The diverse coalition of more than 30 organisations is united by the goal to professionalise and strengthen the health SCM workforce. This convening power pools some of the most influential organisations, thought leaders and innovative minds in the field, facilitating the development of tools and frameworks that guide countries as they prioritise the SCM workforce.

As a unified coalition, PtD has tremendous influence and success in shaping country agendas: from ensuring the prominence of workforce development in the strategies of countries and donor organisations to affecting policy, as seen with professionalisation efforts in Nigeria, Rwanda, Mozambique and the East African Community.

Beyond its coalition PtD has great pulling power, embodied by the STEP 2.0 programme and the Supply Chain Leaders



Forum. PtD, in collaboration with multiple donor organisations (Gavi, the Global Fund, USAID and the World Bank-hosted Global Financing Facility) and the Interagency Supply Chain Group, convenes supply chain leaders from over 20 countries to help facilitate the transition of health SCM to a country-driven approach (through virtual and in-person meetings).

## STRATEGIC ENABLER # 2 DEVELOPING LEADERSHIP CAPACITY

Ineffective leadership has long inhibited health supply chains and hindered the supply of health commodities. But a modern style of leadership – one that is the linchpin of private sector enterprise and developed health systems – is beginning to prevail in LMICs, largely thanks to leadership development programmes like [STEP 2.0](#).

STEP 2.0, coordinated by PtD, exemplifies the coalition's convening power, bringing together numerous funding organisations, implementing partners, and attracting experienced and successful private-sector experts to coach public-sector health supply chain leaders.

More than 600 supply chain leaders from over 40 countries have graduated from the STEP programme and this number is set to grow: in 2024 more countries and participants will benefit from the programme than ever before.

Data is beginning to emerge on the impact of the programme on health supply chains. In Zambia, for instance, following the implementation of the virtual STEP 2.0 programme, the country's COVID-19 vaccination rate soared from 20 percent to 79.5 percent over the course of the programme. More data will emerge in the coming months and years as the STEP 2.0 monitoring and evaluation system tracks the performance of health supply chains and calculates the programme's impact.



PEOPLE THAT DELIVER

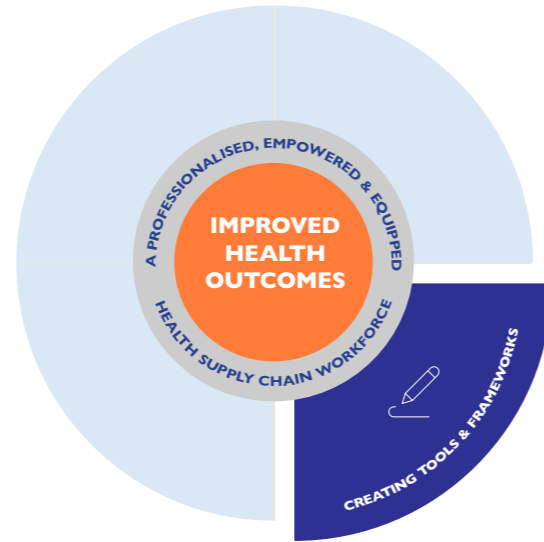
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## STRATEGIC ENABLER # 3 CREATING TOOLS AND FRAMEWORKS

The PtD coalition provides a rich tapestry of knowledge and experience, on which it relies to develop unique tools and resources that help countries develop and strengthen the health supply chain workforce.

The Building human resources for supply chain management theory of change (ToC), published in 2018, is a gleaming example of a flexible and transferable framework. It has been deployed in multiple countries as the blueprint to strengthen the health supply chain workforce. In Ethiopia, following the adoption of the ToC, the Ethiopian Pharmaceutical Supply Service earned silver status from the Bill and Melinda Gates Foundation's Supply Chain Maturity Model (a process maturity score of between 60% and 79%). In Rwanda the implementation of the ToC led to the ministry of health prioritising investments in HR for SCM to improve the availability of skilled cadres, and the implementation of the SCM professionalisation framework.

Expect to see a new edition of the ToC published in 2025, which will include indicators related to diversity, equity, accessibility and inclusion.



PtD's Supply chain management professionalisation framework, published in 2020, has seen significant country uptake in recent years. For the countries that have taken significant strides to professionalise the health SCM workforce, the professionalisation framework has been used as the guiding document. And now professionalisation is firmly on the agenda in East Africa, with several countries (Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda) committing to adopting the framework and taking steps to do so. This is a long-term strategy that will require sustained efforts and investment.

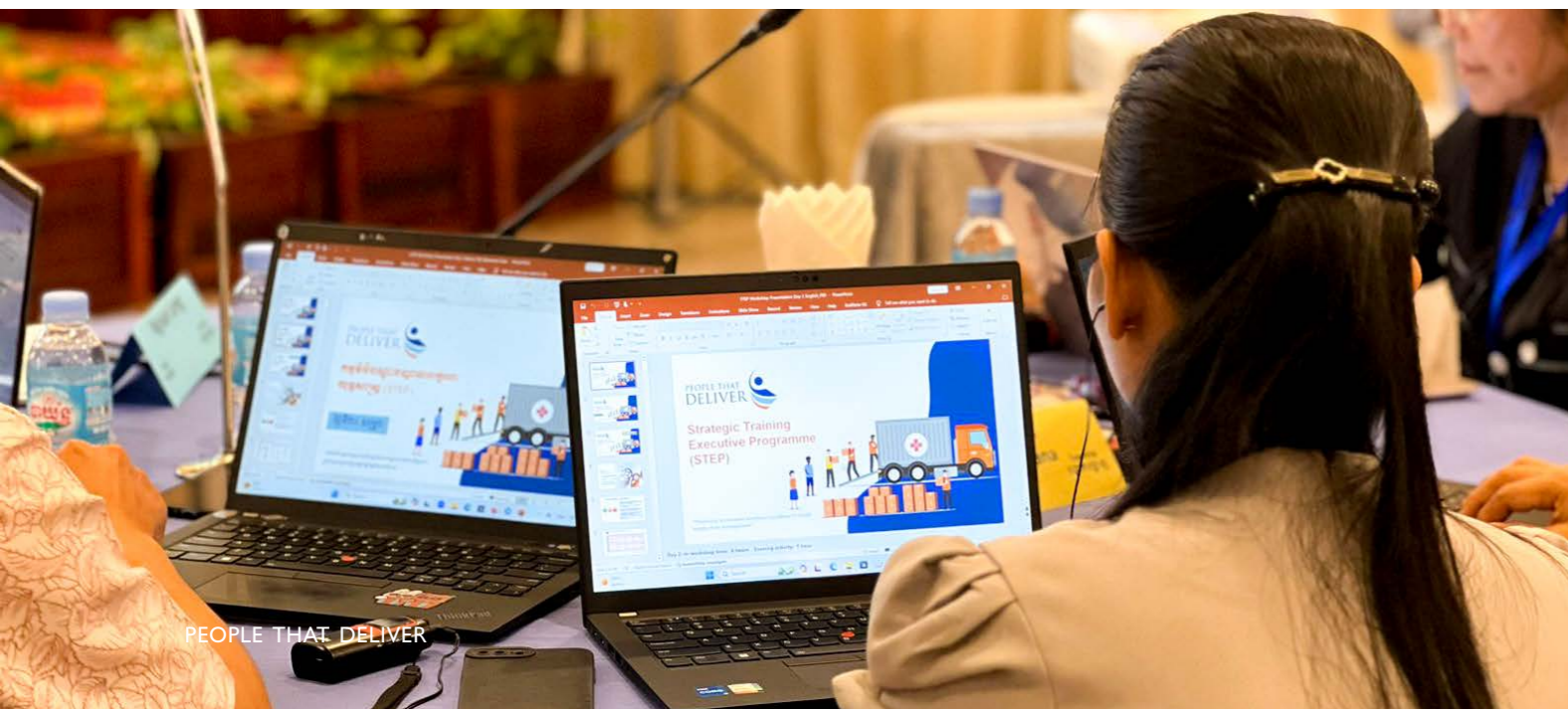
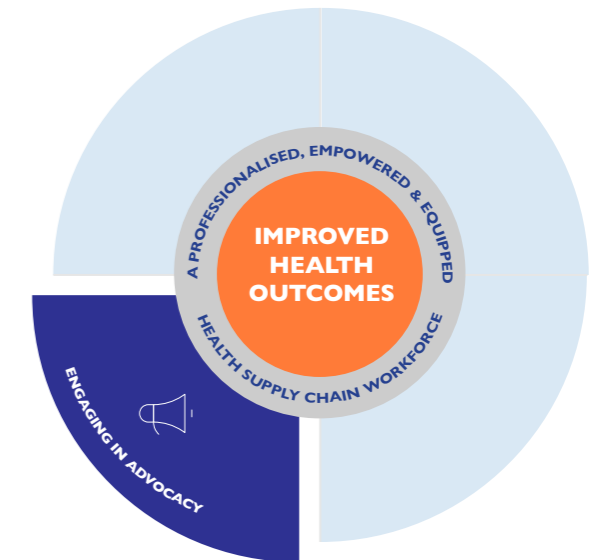
Watch this space: more milestones are on the horizon.

## STRATEGIC ENABLER # 4 ENGAGING IN ADVOCACY

Since its inception in 2011, advocacy has been central to PtD's activities, advocating supply chain management workforce investments to county governments, development partners and donor organisations. The PtD Global Indaba conference – which made its debut in 2022 in Zambia – has become one of the coalition's most-influential advocacy tools. The Global Indaba provides the PtD coalition with a platform to speak directly to country supply chain leaders, governments and other international development partners, ultimately shaping health agendas. The second PtD Global Indaba gave the coalition the opportunity to appeal to a new audience in Southeast Asia, which included officials from Thailand's Ministry of Health. The next Global Indaba conference is being planned for Kigali, Rwanda in September of 2025.

PtD's Business case for investment in human resources for health supply chain management remains a significant evidence base from which to advocate increased investments in the supply chain workforce. The research showed that the areas of motivation and working conditions receive little funding from donor organisations. The ToC posits that investments are required in each of the four pathways (skills, staffing, working conditions and motivation) for the supply chain workforce to perform optimally.

Over the next five years PtD's advocacy will pivot more towards an evidence-based approach, presenting data (where possible) to demonstrate the impact of workforce interventions. Not only will this approach elevate the importance of the SCM workforce in countries but it will also support the PtD coalition's fundraising efforts in a bid to show the impact of workforce development activities.



## DRIVING MONITORING AND EVALUATION THE FOUNDATION OF PtD'S PROGRESS & KEY TO CAPITALISING ON MOMENTUM

PtD's Theory of Action (ToA) provides the monitoring and evaluation (M&E) framework to evaluate the impact of the coalition's activities. This framework not only holds the PtD secretariat accountable to coalition members, the executive committee, host and donors but also indicates when programmes should be improved or modified. What's more, M&E is vitally important for fundraising by demonstrating PtD's impact. The framework sets out the long- and medium-term outcomes the PtD coalition hopes to achieve and includes the outputs for which the PtD secretariat is directly responsible.

Over the next five years PtD will track these outcomes and several output indicators along the four strategic enablers to monitor and evaluate progress.

M&E has also become a feature of other PtD activities and will become more prominent over the next five years. The recently established STEP 2.0 M&E framework will house data collected from programme implementations, allowing the impact of the programme to be measured.

Inevitably many variables affect the performance of health supply chains and determine the extent to which patients enjoy access to health commodities, making it difficult to isolate the impact of specific supply chain workforce interventions. Nevertheless, this is a priority for PtD over the next five years and with the frameworks it has developed it is well equipped to do so. Sustained M&E over many years is key to linking workforce development to supply chain performance improvement.

### PtD'S LONG-TERM OUTCOMES



A sustained global community dedicated to mobilising support and resources for a professional health supply chain workforce



Improved policies, organisational design and organisational strength in key public and private sector, non-profit and commercial organisations with supply chain responsibility, providing funding and support for a competent and sufficient supply chain workforce



Increased and improved resources (government, non-government, national and international) to support a qualified and educated health supply chain workforce



Improved mechanisms to support the professionalisation of a qualified and educated health supply chain workforce

[Read more in PtD's Theory of Action](#)

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