

Building Human Resources for Supply Chain Management Theory of Change



What is the challenge?

While large volumes of health products flow through a country's health supply chain (SC) system, in low- and middle-income countries the contribution of the SC workforce to the health supply chain system is often overlooked. This means that the health SC workforce seldom has the technical and managerial competencies to perform optimally, or the authority to influence supply decisions and policies.

Who comprises the SC workforce?

The health SC workforce spans national, district and health facility levels and comprises pharmacists, logisticians, SC managers, data managers, warehouse and transport personnel, and other professionals who dedicate part of their roles to SC functions, such as doctors, nurses and administrative staff.

Articles on applying the TOC

Two papers on the TOC have been published in the Global Health: Science and Practice journal: [Applying a Theory of Change for HR Development in Public Health Supply Chains in Rwanda](#) and [People that Deliver Theory of Change for Building Human Resources for Supply Chain Management: Applications in Sub-Saharan Africa and Southeast Asia](#).

What is the TOC?

The Theory of change for building human resources for supply chain management (TOC) addresses these gaps. It defines how HR investments in SCM contribute to better SC performance and ultimately supports the availability of health commodities at service delivery points. The TOC links investments and SC performance outcomes by providing a narrative and visual framework that maps how and why desired changes are expected to be achieved in specific contexts. The TOC:

Explains the causal pathway and change processes that lead to improved workforce performance

Enhances understanding of SCM HR systems

Generates evidence to advocate strategic investments in the SCM workforce

Designs SCM HR interventions with maximum impact

Plans and evaluates HR interventions to improve SCM systems

Assesses HR management systems' effectiveness across staffing, skills, working conditions and motivation

At the centre of the TOC are the four pathways, all of which must be addressed if health supply chains are to deliver for populations.

Our vision

A world where health SC workforces are empowered and equipped to improve health outcomes by increasing access to health products in the most cost-effective way.

Our goal

Our goal is to create a competent, supported and adequately staffed SC workforce that is deployed across the public and private sectors within the health system.

Staffing

All critical SC positions and/or competencies are filled

Skills

Workers apply their skills as appropriate at every level of the SC

Working conditions

Working conditions support performance

Motivation

SC workers are motivated to do their jobs

www.peoplethatdeliver.org

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