

‘Workforce excellence is essential for sustainable health supply chains’

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Workforce Development

Examples from Zambia, Nigeria & Sierra Leone

By Sian Rogers



Financial sponsors:



Agenda

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- Introduction to Crown Agents
- Improving staff conditions in Zambia and the impact on performance, morale & retention
- Implementing Supportive Supervision for the NTD's supply chain in Northern Nigeria
- Building Capacity of NPPU Staff in Sierra Leone
- Impact of Ebola on Capacity Building Efforts in Sierra Leone

Introduction to Crown Agents

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History

- An international development company founded in 1833

Status

- A limited company owned by a non-profit foundation
- Crown Agents Board responsible for corporate governance

Where we work

- Offices and representation in 40 countries
- Working in over 100 countries

Who we work with

- Partnering with Governments, Aid Agencies, NGOs and Private Companies

Services

- Supply Chain Management, Health Systems Strengthening, Consultancy, Project Management, Professional Training & Financial Services

Zambia - Medical Stores Limited

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Doubling stock availability

95% of all orders delivered on time

Distribution costs reduced by 32%

Majority partners routing
commodities through MSL

Doubled paediatric malaria
treatments through pilot project



Our Approach

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Crown Agents Key Objective: Enable MSL to become a sustainable, efficient and demand led organisation with phased handover to national management.



Focus on Capacity Building

This theme underpinned the success of the project and was achieved through a structured program with a focus on senior management and included the following:

Strategic Plan

- Designed and implemented a development program from the top down
- Recruitment of Zambian nationals to join Crown Agents team
- Phased transition from Crown Agents to MSL employment

Development Programme

- Director of Logistics underwent rigorous formal and on the job training, including sponsorship for a Masters Degree in Logistics Management
- Regular staff appraisals
- Creation of a knowledge sharing, learning and development culture through increased staff training, coaching and mentoring

Staff Conditions

- Worked with Unions to bring pay & incentives in line with market rates
- Ensured staff were paid on time
- Introduction of Staff pension scheme

Benefits Achieved

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Nigeria – Neglected Tropical Diseases Project

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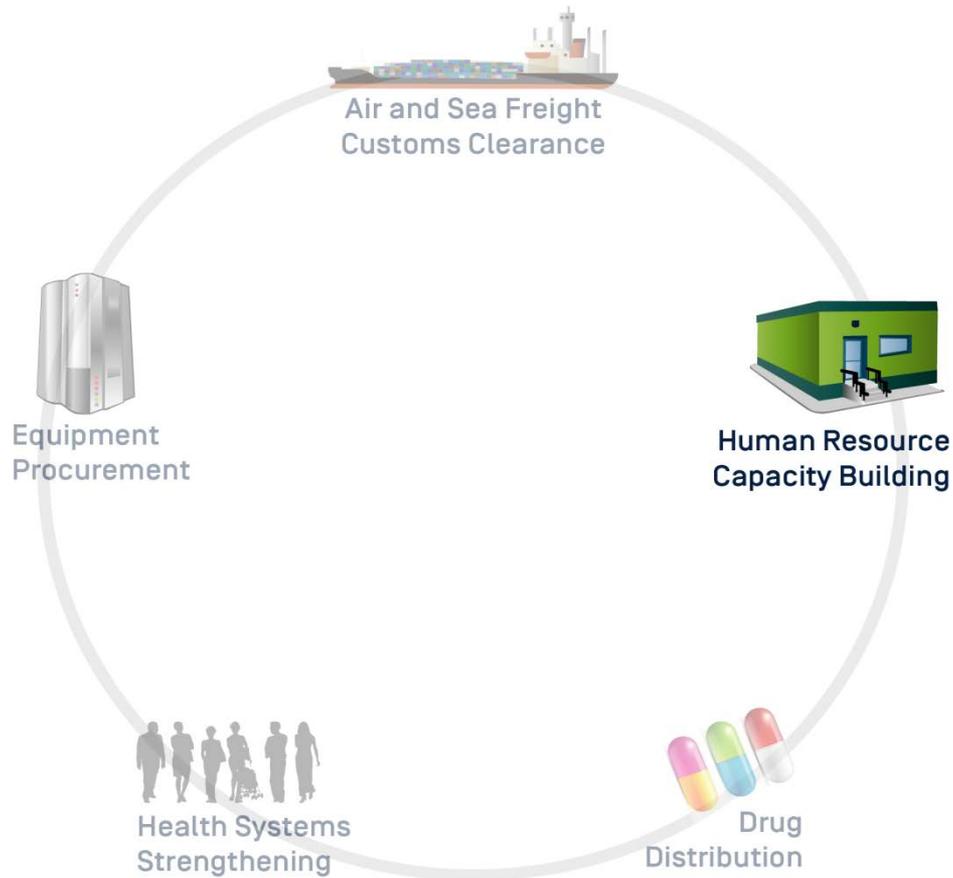
Strengthening the Neglected Tropical Diseases' (NTDs) Supply Chain in Nigeria



- **Project** - A 3 year project to undertake distribution and strengthen drugs supply chain management of NTDs in Nigeria.
- **Objective** - to deliver an effective, integrated, efficient and evidence based approach to integrated NTD control in Nigeria.
- **Challenges** – Nigeria has the most number of people living with NTD infections in Africa
- **Achieved through** – drug supply chain management and capacity building at federal and state MoH and LGAs.

Strengthening the Neglected Tropical Diseases' (NTDs) Supply Chain in Nigeria

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Strengths

- Number of qualified pharmacists at CMS
- Availability of experienced store workers

Weaknesses

- No written job descriptions
- No clear roles and responsibilities
- Weak performance management
- Lack of supportive supervision
- No mentorship & knowledge sharing mechanism

Capacity Building at Various Levels of the Supply Chain

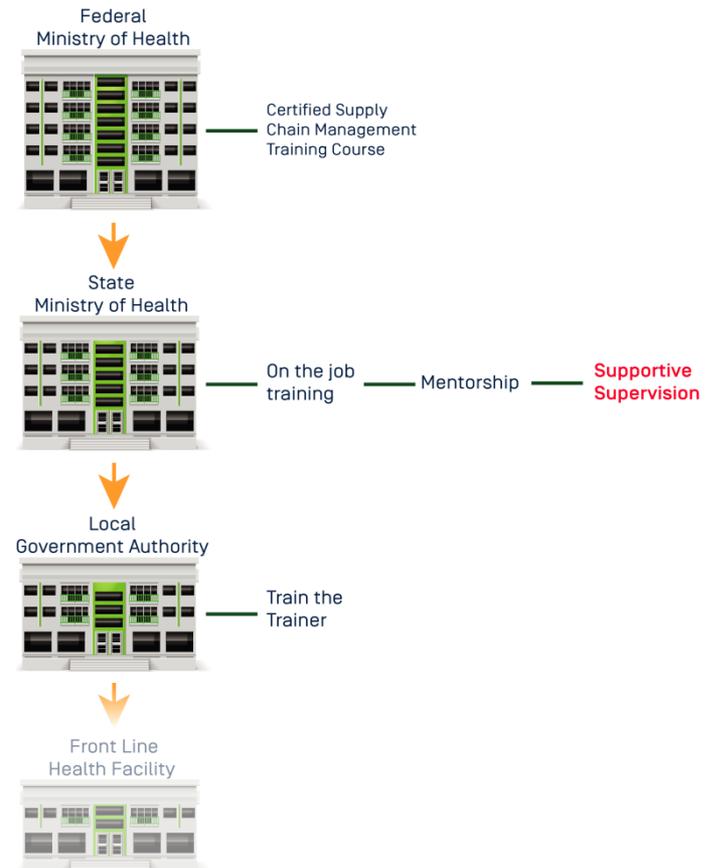


Capacity building activities include:

Development and training on LMIS tools

Development and training on SOPs

Over 600 front lines health facility workers trained in Zamfara in phase 1 through ToT



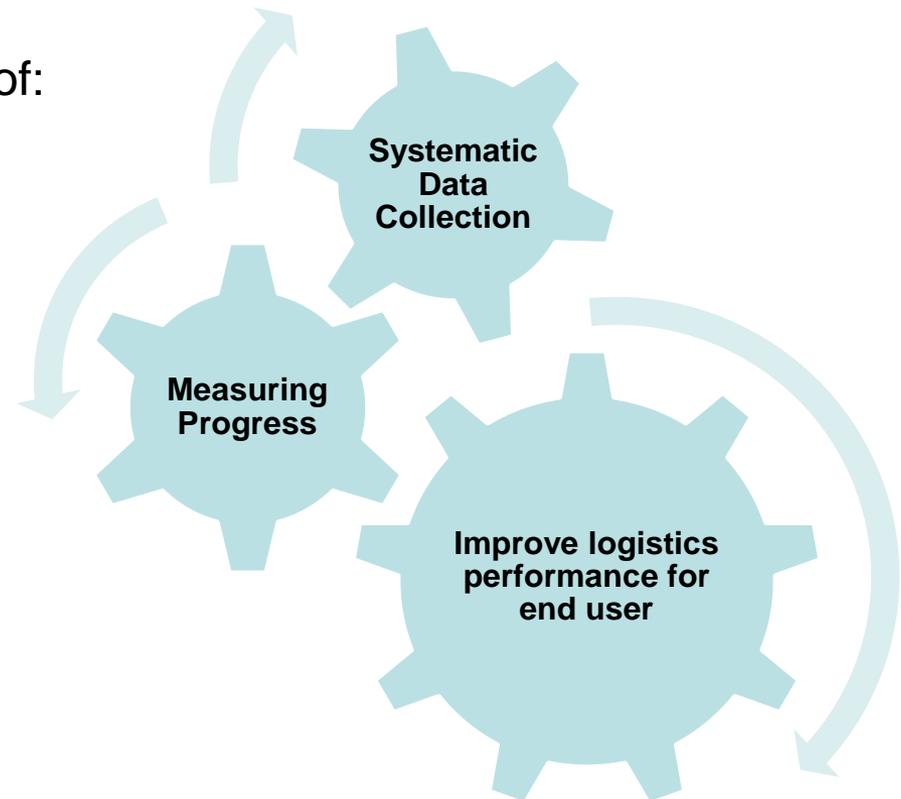
Supportive Supervision and Monitoring

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Rationale

- Quick identification and resolution of:
 - Stock outs
 - Overstocking
 - Other supply chain inefficiencies
- Ensures systematic best practice
- Helps measure progress

Objectives



National Pharmaceutical Procurement Unit (NPPU) in Sierra Leone

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- **Project** - A 3 year project to create, set up and manage an Autonomous National Pharmaceutical Procurement Unit in Sierra Leone
- **Objective** - To strengthen the health supply chain and build capacity of local Sierra Leoneans to manage the NPPU operations and distribute essential medical products to health facilities in all 14 districts, making medicines available across Sierra Leone.
- **Challenges** - A post conflict country, with extreme poverty and a weak health system
- **Activities** - Mobilisation of a team of highly experienced health supply chain professionals to set up and manage the NPPU daily operations including procurement, storage and distribution of essential medicines and health commodities.

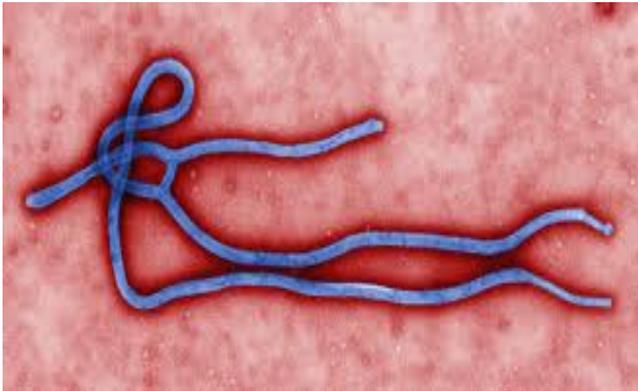
Planned capacity building and institutional strengthening activities for the NPPU

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Effect of Ebola on Capacity Building Efforts in Sierra Leone

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- Moved from systems strengthening approach to an emergency humanitarian response
 - The need for strong systems, procedures and suitable infrastructure to be in place **before** an outbreak occurs
- On the job learning only
 - all workshops and training courses put on hold
- Staff are working very long hours
 - 12-14 hour days, 7 days a week – how sustainable is this?
- However, on the job learning opportunities accelerated and intensified
 - rapid decision making; short term secondments; managing pressure

The Human Impact of Ebola

“
Witnessing life during this time has been especially tough. There is an air of apprehension amongst the community. Health care is prioritised to the attention of Ebola, impacting other health issues negatively including reproductive health. Communities, especially pregnant women and adolescent girls, are not attending health facilities for fear of contracting Ebola.....

.....Most markets and public areas have been closed off. Local schools also remain closed and the children are left with little to do during the day. The government's best efforts to tackle this situation have been to provide innovative educational classes through media including the radio- which have proved effective over the last three months. The price of goods has risen coinciding with the diminished level of agricultural activity, making it difficult for people
”
to purchase their everyday staples



Full Ebola Blog Available from
www.crownagents.com

The PtD Board:

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