

‘Workforce excellence is essential for sustainable health supply chains’

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Improving Access to Health Commodities by Strengthening the Supply Chain Management Workforce: The Case Of Namibia

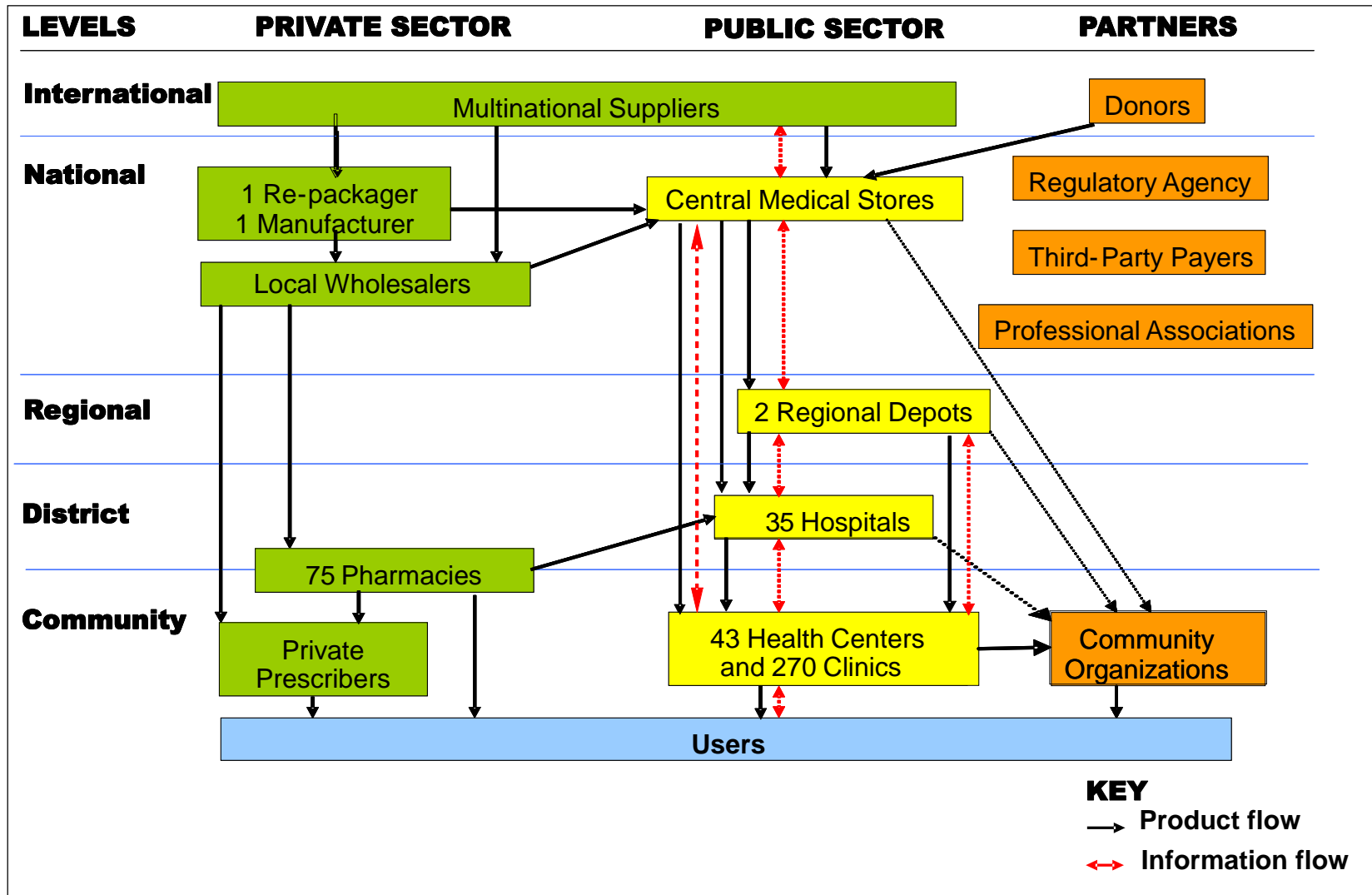
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Financial sponsors:



Namibia's Public Health Commodity Supply Chain



Namibia's Supply Chain Workforce

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Supply chain workforce

Top-level: Pharmacists

Mid-level: Pharmacist's assistants, Chief Clerks/Administrative Officers, Nurses

Operations: Clerks, Work Hands

- 300% increase in procurement with little change in SCM staffing
- Insufficient staff across all levels of the public supply chain
- No HR for SCM policy or plan
- No specific SCM certification
- Lack of HR management tools
- Poor motivation and high-turnover among mid-level supply chain staff

An Opportunity for Collaboration...

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- Government response underway
 - Following the results of the HR for SCM Assessment & National Supply Chain Assessment
- Leverage two of USAID's projects' in Namibia



- Using the People that Deliver platform, the collaboration drew from existing resources and required minimal additional funding.

PtD-Namibia Collaboration



**Competency Mapping
(SCMS via MSH)**



**WISN for PH SCM
(CapacityPlus)**



**SC Performance Improvement Program
(SCMS via Imperial Health Sciences)**

Discrete Choice Experiment (Capacity Plus)

Anticipated Results



Competency Areas & Behaviors defined for key PH SCM professions



Critical numbers of PH SCM staff identified to effectively manage the PH SC in Namibia



Competency-based training provided based on identified skills and knowledge gaps.

Identified incentives to encourage job seeking & retention

Activity Timeline: 2014

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Jan > Feb > Mar > Apr > May > Jun > Jul > Aug > Sep > Oct > Nov > Dec

Ministry response to SCM workforce strengthening

**Competency
Mapping**

Workload Indicator of Staffing Needs

Discrete Choice Experiment

SC Performance Improvement Prg.

Exec Mgmt. Training	Initiation Trip	Sys. Strgth. Visit	Training Visit	KPI Eval. visit
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Competency Mapping

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Key Activities

- Desk Audit
- Stakeholder Engagement Meeting
- Focus Groups & Interviews
- Framework Development & Validation

Results

- 3 Competency Frameworks developed for Pharmacists, Pharmacy Assistants, and Clerks at CMS & RMS for 5 domains

Lessons Learned

- Overlapping responsibilities offer opportunities for gaining efficiency
- Use frameworks to inform job descriptions and education programs

WISN– In development

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Key Activities

- Setting of activity standards
- Workload data collection
- WISN software calculations

Results

- 4 x more SC staff required for HFs
- CMS & RMS final results TBD

Lessons Learned

- Wide SC scope for pharmacists
- Training of Expert Working Group is critical

Discrete Choice Experiment- in development

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Key Activities

- Focus group discussion
- Develop survey tool

Results

- Final results - TBD

Lessons Learned

- Get IRB pre-approval
- Expect resistance due to sensitivity

Supply Chain Performance Improvement Program

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Key Activities

- SCM Executive Mgmt Training
- Initiation Visit
- Systems Strengthening Visit
- Training Visit
- Post visit to measure results

Results

- Strengthened leadership skills
- Reviewed and updated CMS SOPs, process flows and Job Descriptions
- Baseline KPI measurements

Lessons Learned

- Available time constraints
- Scheduling challenges
- Staff availability

Lessons Learned



- Procurement delays required immediate CMS attention-shifting focus from longer term activities
- PtD provided a platform for collaboration across different USAID projects
- PtD Competency Compendium can be adapted for individual countries but requires LOE/time
- Leverage HRH tools, such as WISN and DCE, provide unique insight for SCM context
- Requires strong field office leadership and home office support to maintain momentum

Next Steps

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- Complete final portions the DCE, WISN, and SCPI activities
- Meet with supply chain stakeholders to discuss the results and agree on how to implement the recommendations
- Document and share the process and results more broadly

Thank you!

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This presentation was put together in collaboration with:



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SCMS 

The PtD Board:

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