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# Opportunities, innovations, needs and Challenges Ethiopia faces in human resources for supply chain management

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# Country Background



- Total population: 73.9 Million (CSA 2007)
  - Least Urbanized: only 16.4% of the population lives in Urban areas
  - Average size of household: 4.7
- Ethiopia is Decentralized country:
- 9 Administrative regional states
  - 2 City Administrations

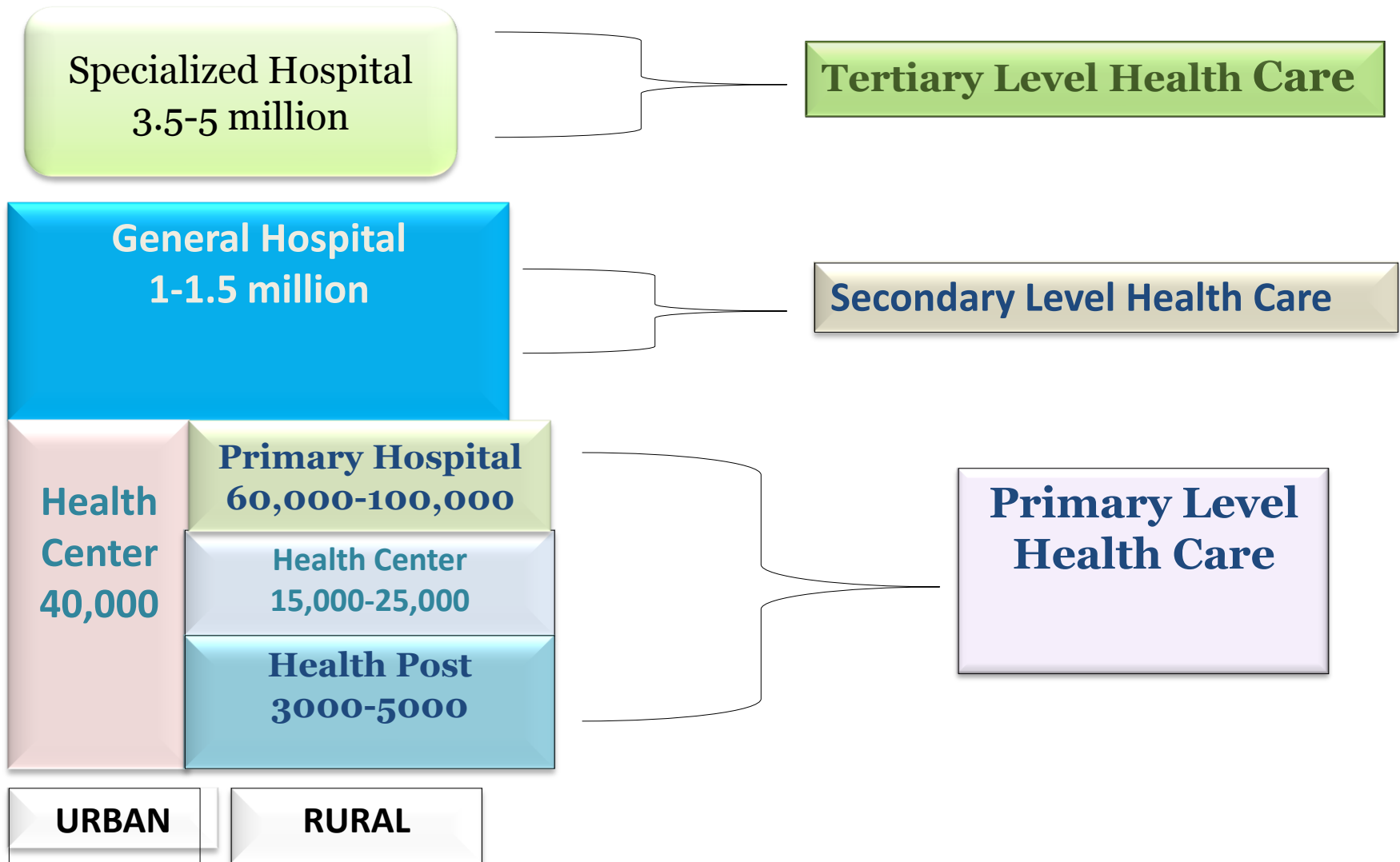


# Health Administrative Structure

- FMOH → RHB → ZHD → WoHO → SDPs
- Health problems are mainly preventable communicable diseases like malaria, TB
  - with high maternal and under five mortality
- Total number of existing SDP's
  - ✓ Health Post: 14,192
  - ✓ Health Centers: 2,689
  - ✓ Hospitals: 195



# Health Care Delivery System: three tier health system



# Purpose of the HR Capacity assessment

The assessment purpose is to effectively target capacity building and professionalization efforts for human resources strengthening in SCM .



## Organization and Staffing: opportunities

- The existence of PFSA, an agency that is solely responsible for SCM
- Existing Standard Operating Procedure and guidelines for different function in SCM
- FMoH has Human Resource for Health strategy in draft
- Technical skill transfer through seconded Developmental Partner Staff
- The Integrated Pharmaceutical Logistics System (IPLS) is currently being implemented



# organization and staffing: challenges

- Human resource for SCM is not included in the HR development strategy
- SCM is not a recognized qualification in the health sector;
- Significant proportion of professionals working in SCM are not adequately trained in the area



# Policy and Plan: Opportunities

- Availability of relevant policies, guidelines, protocols; FMoH has bodies in charge of standardizing policies related to human resource
- Strategic Plan; GTP, HSDP, PFSA 5 years plan
- Pharmaceuticals Logistics Master Plan developed to guide the SCM nationally





# Policy and Plan: challenges

- HRH strategy doesn't address SCM
- Lack of retention mechanism for SCM public
  - No incentive plans for staff involved in SCM
  - No skills certificate that could be attached to promotion or increase of salaries
  - No staff development plans
- The team charter endow with collective / team role and responsibility- doesn't indicate individual job description



# Work Force development: opportunities

- Existence of Capacity Building Directorate at PFSA
- Existence of standardized in-service training curriculum for SCM trainings supported by Government and by IPs
- Few Health Science Colleges has integrated the SCM curricula into the existing curricula
- Some level of SCM taught is provided to pharmacy students



# Work force development: challenges

- In-service trainings are expensive
- High attrition; especially those who are trained
- Technical Assistances are not strong on the transfer of knowledge and skill; rather engaged the implementation by themselves
- Pre-service trainings in SCM integrated only in a few colleges
- Pre-service trainings mainly focused on theoretical knowledge/ lack practicality



# Workforce effectiveness: opportunities

- There is a standard check list for supervisors in SCM
- PFSA and IP's started implementing automated and manual LMIS: accurate and timely data
- New initiative on M and E plan for SCM



# Workforce effectiveness: Challenges

- Lack of individual job description for the SCM staff
- Performance appraisal Scheme is not in alignment with rewarded scheme or incentive
- Capacity building scheme/ staff development plan
- No Performance improvement plan to a professional with low performance



## Professionalization Efforts in Public Health SCM: opportunities

- Ethiopian Pharmaceuticals Association (EPA)  
EPA Annual conference
- Ethiopian public health association; mix of different professionals
- Many Ethiopian are members International association for public health logistics (IAPHL)



# Professionalization Efforts in Public Health SCM: Challenges

- No formal SCM training with accredited qualification
- Lack of clear requirement criteria to be recognized as SC Manager
- No strong private sector on SCM for the public health sector to learn with



# Next Steps

- Advocate for inclusion of SCM HR requirement and needs in the existing national documents and strategies
- Continue the efforts on in-service Training
- Long Term plan to extend Pre-service trainings to more HS Colleges





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