

12-13 OCTOBER 2022

# PtD GLOBAL INDABA

## Linking Demand and Supply of the Supply Chain Management Workforce

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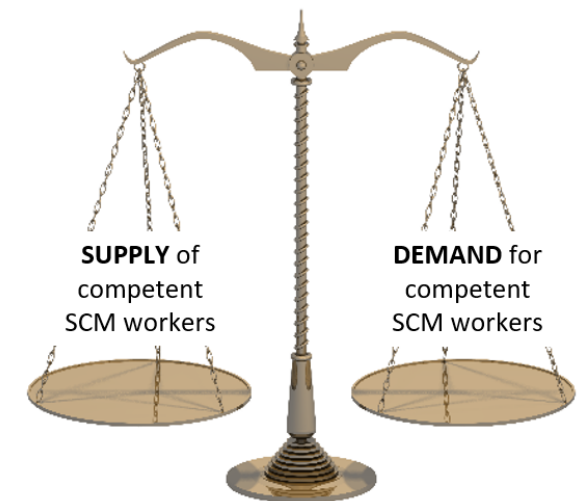


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Presented by the **USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project**

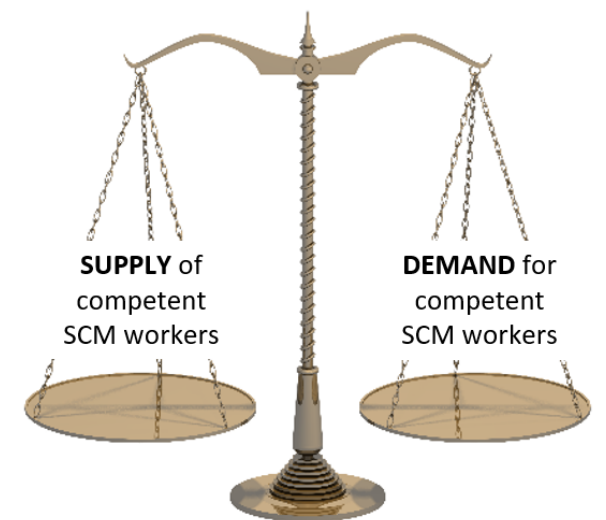
# Background: analyzing the market

- GHSC-PSM and PtD conducted a whole labor market analysis in Rwanda in 2019
- Revealed an imbalance between demand for and supply of competent supply chain management (SCM) workforce
  - Mismatch between SCM workers' skills and the required job competencies impacted the supply of SCM workforce
    - Demand: General difficulty in getting candidates to fill mid-cadre positions
    - Supply: Reliance on old curriculum to build on-demand industry competence
    - Supply: SCM curricula do not match the needs of the workplace
  - Lack of career pathway/structure for SCM workforce
  - Non-standardized job descriptions – mostly at the SDP level
    - Clinical vs supply chain management responsibilities
  - Financial issues
    - Limited funding to hire and train
- The COVID-19 pandemic amplified the imbalance
  - Lower-level cadres SCM workforce became essential workers
    - Delegated to do some mid-level tasks



# Background: Launching the professionalization framework

- SCM professionalization was proposed to remedy some of these challenges
  - Address the demand and supply challenges identified within the public sector
- GHSC-PSM and PtD developed the **SCM Professionalization Framework** in 2020
  - Library of competencies and designations for HSCM
    - Contains 56 expected technical competencies across seven domains. 3,360 behavioral competencies, categorized into 5 professional levels
  - Collection of roles and job descriptions for HSCM
    - Promotes demand for workers and contains 96 examples JDs.
  - Mapping of education for HSCM
    - Promotes supply of skilled SCM workers, by displaying education qualifications relevant to each competency across 5 professional levels
  - Implementation approach in 5 phases
    - Provide guidance to applying these tools in a supply chain context



# Method & progress

## Phase 1

### Advocacy and awareness creation

- Mapping of stakeholders in March 2021 – Had numerous meetings
- Webinar in June 2021 – 271 registered, **142 attendees** (including representation from **12 organizations in Rwanda** – RMS, GIZ, MOH, USAID, Onesight, RCE/University of Rwanda, Rwanda Biomedical Center, GHSC-PSM, MSF, BUFMAR, Project San Francisco & Center for Family Health Research)

## Phase 2

### Defining the scope and securing commitment

- Consultative meeting/workshop in September 2021 – commitments to support SCM professionalization was secured – Representatives from MOH, HRH, RCE, GHSC-PSM, WHO, RMS, Pharmacy Council, SDPs – Referral & District Hospital
- Support – advocacy, increased awareness, and participation
- Project charter

## Phase 3 (on-going)

### HR4SCM Building Block - Mapping SCM processes and activities in existing domains

- Developed a process mapping tool in August 2022
- Data on existing SCM processes, activities, designations, and competence
- Rwanda Medical Supply (RMS), Branch RMS, SDP (Teaching Hospital, District Hospital, Health Center, and Health Post)
- Job descriptions, Open-ended questionnaire, and interview.

## Phase 4 (yet to start)

### Create capacity development plan

## Phase 5 (Yet to start)

### Implement and Monitor

# Results: SCM professionalization in Rwanda

## Generated SCM professionalization in Rwanda

- Support **SCM workforce**:
  - Amplified the career pathway for the SCM workforce
- Support **Ministry of Health** to establish:
  - Job descriptions for SCM workforce at the SDP level
  - Summary job descriptions and process activities for each cadre of staff at each level
  - Required competencies per role
    - ✓ Assessment of the incumbent to understand current competency gaps
  - Key performance indicator (KPI) per role
  - Supervisee counts per role
  - Pre-requisite training and experience per role

# Results: SCM professionalization in Rwanda

## Generated SCM professionalization in Rwanda

### Support **institutions of higher learning**:

- Compilation of competencies to influence the curriculum of SCM offerings (institutions involved in WLMA and SCM course offerings)
  - **The Regional Centre of Excellence for Vaccine Immunization and Health Supply Chain Management (RCE-VIHSCM)** - Master's course on health SCM and SCM professional short courses
  - **The School of Medicine and Pharmacy** - BSc with Honors in Pharmacy, which provides introductory SCM competencies
  - **The School of Health Sciences** - Masters in Hospital Management with limited procurement and SCM education
  - **The School of Business at the University of Rwanda** - plans to offer a BSc in logistics and SCM
  - **The University of Kigali** - BSc with Honors in Procurement and Supplies and MSc in Procurement and Supply Chain Management.

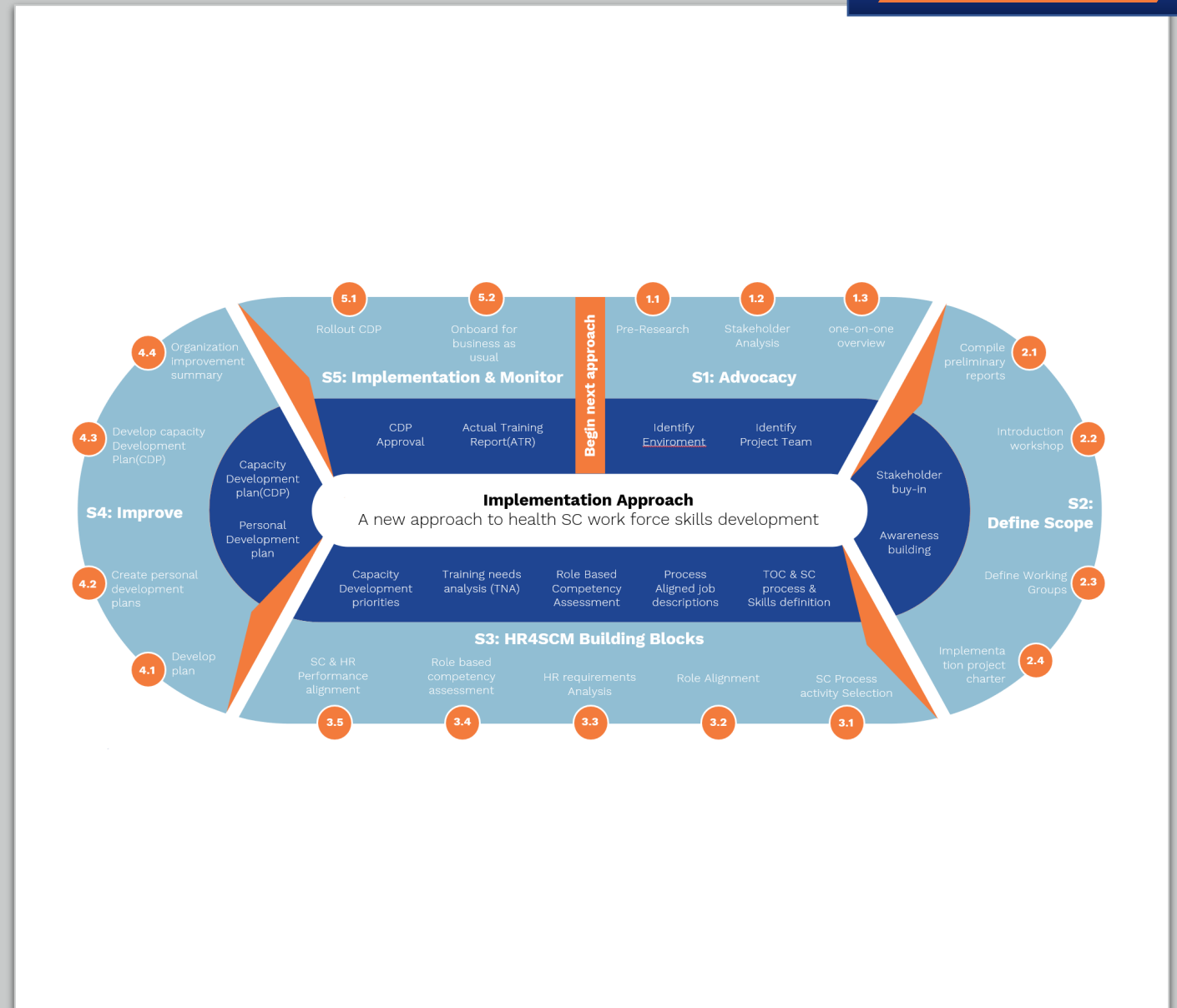
# Lessons Learned

- SCM Professionalization is a change management pursuit
  - Involvement of all in-country stakeholders
  - As the first to initiate the implementation, recorded success takes time
  - Processes and tools generated can be implemented in another country in a much shorter time from lessons gained in Rwanda
- Country-level ownership is key to sustaining the pursuit
  - Assign roles and responsibility
  - Stability of MOH staff should be solicited
- Long-term progress will require continuous awareness and advocacy to sustain the momentum



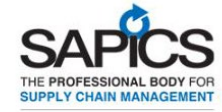
# Next steps

- Phase 3 continuation
  - Complete and present SCM Professionalization in Rwanda to MOH so they can take the lead
  - Create targeted advocacy materials with messages for the different audiences
  - Conduct advocacy exercises -> drive for implementation
- Phase 4 – Improve
  - Create capacity development plan
- Phase 5 – Implement and Monitor
  - Obtain approval and roll out capacity development plan
    - ✓ Government to take the lead



# Closing

- Fully implemented framework will contribute to redefining job descriptions that are aligned to roles that will deliver on assigned SCM responsibilities
- Fully implemented framework will empower the SCM workforce to develop and pursue a career path in SCM
- Institutions of higher learning require competency gaps among the workforce in the market to update their curriculum to produce a fit workforce for the labor market
  - ✓ Updated curricula will close the knowledge and competency gap
- Continuous awareness and advocacy are needed to sustain the momentum



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