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Vaccine Procurement  
Practitioners Network

Webinar Series  
2018-19

# Thematic discussion 7 Human Resources for Vaccine Procurement

31 July 2019

# VPPN 2018-19 Webinar Series

1. Planning / Forecasting
2. Budgeting / Financing
3. Price
4. Regulatory Systems Strengthening (RSS)
5. Supply Chain Strengthening
6. Strategic Procurement
- 7. Human Resources**



*Speaking now*

**Moderator: Leslie Paas**  
*VPPN Community of  
Practice Manager*

# Today's panelists/presenters



**Adebayo Adekola**  
Supply Chain Specialist  
**UNICEF SD**



**Alexis Strader,**  
Project Officer  
**People that Deliver  
(PtD)**



Supply Chain Strengthening Centre (SCSC)

UNICEF Supply Division - Copenhagen, Denmark

# Today's moderators and participants

**Loic Sanchez**



Supply Officer  
(Immunization)  
**Vaccine Centre**  
**Copenhagen, Denmark**

**Leslie Paas**



VPPN Community of  
Practice Manager  
**Florianopolis, Brazil**



# Webinar agenda

- Introduction *(3 minutes)*
- Human Resources for Vaccine Procurement Framing & Overview *(Adebayo Adekola) (5 min)*
- **Questions/Comments/Discussion session**  
*(Participants discuss the topic, ask questions, exchange knowledge & experiences ) (15-20 min)*
- Tools and Strategies for Strengthening HR for Vaccine Procurement *(Alexis Strader) (10-15 min)*
- Discussion & Wrap up  
*(Participants discuss the topic, ask questions, exchange knowledge & experiences; Moderators summarize & wrap up ) (10-15 min)*



**Moderator: Leslie Paas**  
*VPPN Community of  
Practice Manager*



# HR for Vaccine Procurement Framing & Overview



Adebayo Adekola  
July 31<sup>st</sup>, 2019

# Objectives

- To provide an overview of vaccine procurement and the role of HR in promoting effective procurement practices.
- To learn about country experiences in developing HR capabilities for vaccine procurement.



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(SCSC), UNICEF SD  
Copenhagen, Denmark  
[aadekola@unicef.org](mailto:aadekola@unicef.org)

# The challenge .....making vaccines available for all



Value for Money



Accountability



Sustainability



Last Mile Reach

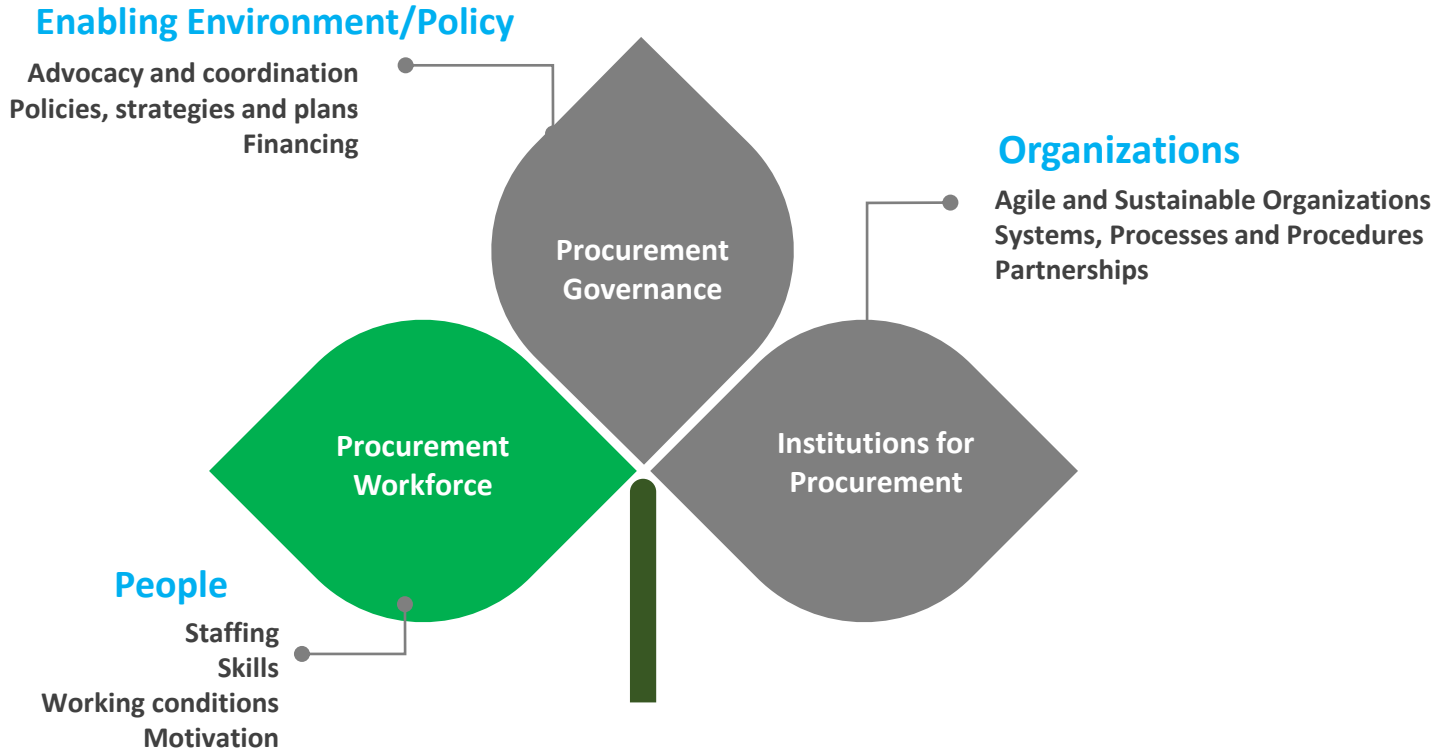


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# .....key elements for effective vaccine procurement

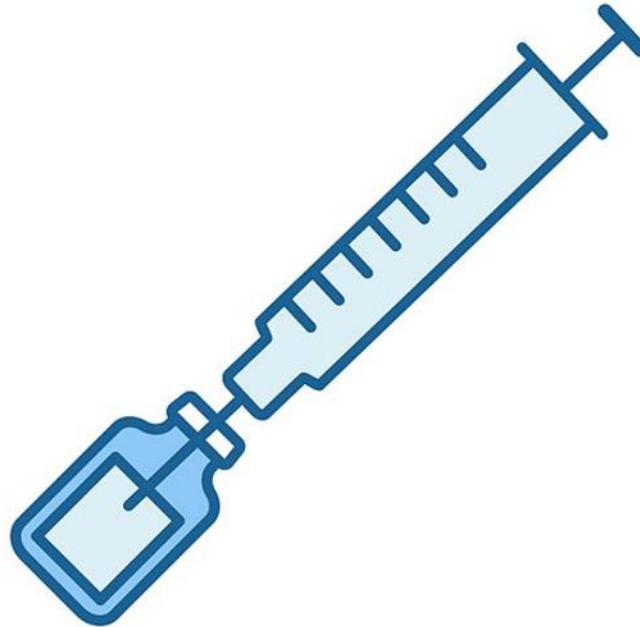


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.....competencies for effective procurement

## COMPETENCIES



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[aadekola@unicef.org](mailto:aadekola@unicef.org)

## .....food for thought

- How many countries have a public procurement **POLICY** in place for health products including vaccines?
- Is there a dedicated **DEPARTMENT/UNIT/AGENCY** responsible for vaccine and health commodity procurement in the EPI/MOH?
- Do you have dedicated and certified **WORKFORCE** in charge of procurement activities for vaccines and health commodities?



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# .....what countries are doing to improve procurement capacities

## **Ukraine**

- In 2017, the Cabinet approved the CPA Concept note and an Action Plan and Pilot Project “on the organization of a **centralized procurement organisation** in the healthcare sector”
- HR scoping for the newly approved Central Procurement Agency (CPA) with support from UNICEF and People that Deliver (PtD).

## **Ethiopia**

- Procurement Officers from the Ethiopia Pharmaceutical Supply Agency (EPSA) took the **UNDP/CIPS course on contract management**

## **India (Rajasthan)**

- Established a centralized procurement agency to procure essential health commodities for a population of 70 million

# Questions/Comments?



**Moderator: Leslie Paas**  
*VPPN Community of  
Practice Manager*

PEOPLE THAT  
DELIVER



# Tools and Strategies for Strengthening HR for Vaccine Procurement



Speaking now:

**Alexis Strader,**  
*Project Officer*  
**People that Deliver (PtD)**  
*SCSC, UNICEF SD*  
*Copenhagen, Denmark*



# Our Challenge

- Although hundreds of millions of dollars in commodities flow through the health supply chain (SC) system, the critical function of the supply chain is rarely acknowledged.
- The health supply chain workforce seldom has the right technical and managerial competencies to perform optimally or the empowerment to affect supply decisions and policies.
- Insufficient numbers of competent staff can cause breakdowns in supply chain systems and lead to poor system performance.





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## Global Partnership



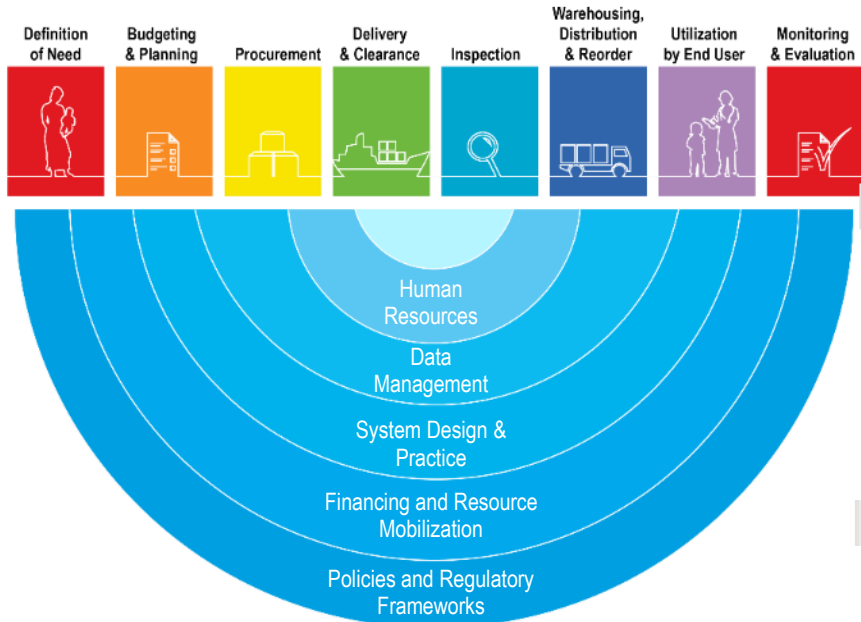
# The People that Deliver Initiative



**Improving health outcomes by promoting sustainable workforce excellence in health supply chain management**

Create *demand* for and *supply* of individuals with appropriate competencies for public health supply chain management

# UNICEF Supply Chain Ecosystem



## Operations:

The activities and processes along a supply chain, including **upstream, midstream, and downstream** operations

## Enablers:

The fundamentals needed to manage and run the supply chain effectively



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*Copenhagen, Denmark*



# Supply Chain Maturity Scorecard

## Maturity Model Framework for Enablers

Category	Level 1	Level 2	Level 3	Level 4	Level 5
<b>People &amp; Practice</b>	The importance of supply chain leadership is acknowledged throughout the government system and positioned accordingly	Comprehensive HR for SCM assessment is completed and integrated into national supply chain strategies and plans.	Established HR plan, including strategies to establish and/or strengthen the national supply chain workforce. Training and HR policies in place	Supply Chain managers have the necessary leadership, technical and managerial skills, authority, and accountability within their sphere of operations	Supply chain management cadre is established with clear career paths, teams are fully empowered and resourced to overcome existing and emerging supply challenges
<b>Policy Regulatory Frameworks</b>	Need for supply chain strategy, policy and plans are acknowledged and currently being developed. General guidelines defined.	A review of existing policies and regulatory frameworks is conducted and gaps identified.	Supply chain strategies and policies defined and developed - approved by government. Clear objectives and plans are developed and communicated. Legal framework in place.	Supply chain strategies and policies are being implemented, activities derived from strategy included in workplan are funded and consistently monitored. Cross programme and cross sector policy alignment in place.	Understanding of needs and strategic direction across govt. Supply chain strategy aligned with wider gov policies. Regular review of strategies and plans to continuously improve performance.
<b>Data for Management</b>	Country stakeholders are aware of the need and importance of improving the MIS and using SC data to better manage and improve performance of the SC	The need for improving the SC MIS and use of data is well defined, with targets for the country and basic strategies for action (measures) in place	Progress towards country-level targets on SC MIS and use of data is sustained	Country oversees and manages key aspects of the SC and is able to measure improved performance	Country is able to demonstrate improved performance via its use of data, and strategies (measures) to maintain performance are in place
<b>System Design</b>	In-country preparation (baseline), advocacy to stakeholders and initial analysis of SC bottlenecks completed	Govt uses SC analysis to identify and prioritize system design opportunities for improvements in equity, efficiency, and performance	Govt, with evidence from system design analysis and best practices, implements changes to SC systems (in parts of the country)	Govt evaluates, expands or modifies SC design, country-wide including integrating supply chains across programmes/products and functions	Govt routinely reflects on SC design as part of multi-year continuous planning process and operates a fully integrated supply chain that leverages all govt resources and strengths
<b>Finance &amp; Resource Mobilisation</b>	Donor funded, with no budgeting / planning by government. Needs are articulated and paid for primarily by donors.	Country (typically in Post conflict and crisis), episodically avails resources but these are not based upon forecasted or planned needs.	Needs are planned / forecasted, with nominal budget attached. The budget is executed on in an inconsistent manner, often requiring donors to step-in and gap fill.	Transition from donor support, with occasional mismatch in budgeted need and cash execution. Challenges in PFM might still occur, limited / reduced dependence on Partners.	Sufficient financial resources to meet forecasted needs, with good practices in PFM and limited to no dependence on Partners. Budgets are executed on generally on time with only exceptional cases of cash flow timing issues.

## People and Practice

Level 1		Level 2		Level 3		Level 4		Level 5	
The importance of supply chain leadership is acknowledged throughout the government system and positioned accordingly		Comprehensive HR for SCM assessment is completed and integrated into national supply chain strategies and plans.		Established HR plan, including strategies to establish and/or strengthen the national supply chain workforce.		Supply Chain managers have the necessary leadership, technical and managerial skills, authority, and accountability within their sphere of operations		Supply chain management cadre is established with clear career paths, teams are fully empowered and resourced to overcome existing and emerging supply challenges	
The role of the SC workforce including managers is recognized and the individuals responsible for management and oversight of the SC at national and sub-national levels are clearly identifiable		HR assessment completed & requirements are specified at all levels (national and sub-national)		Strategic plan that addresses HR requirements for supply chain functions and personnel is authored and being implemented at multiple levels with a focus on strengthening SC leadership and a clear M&E framework		SC managers are established with authority and accountability, and have developed leadership competencies through learning and experience		SC managers perform their roles to strategically plan for and manage existing and emerging supply challenges using quality data (D4M)	
Stakeholders are engaged and the connection between improved HR management of supply chain personnel and improved access to health/nutrition/education/sanitation commodities is clearly understood		HR for SC management is a funded priority within national plans		Analysis of training needs conducted, and a training strategy established that identified training needs against relevant competency frameworks, available education opportunities, and skill-building requirements for leadership roles		Established, operational NLWG/TWG that is actively influencing national priorities and driving improvement		Govt (through relevant Ministries) stewards the SC, overseeing the entire inter-connected supply chain organization with a clearly defined governance structure	
No formal National Logistics Working Group (NLWG) or Technical Working Group (TWG) is in place or plan for establishing the same		SC workforce is actively using data for decision making and performance improvement		SC roles and responsibilities at national and sub-national levels are clear, and TORs, job descriptions, and performance metrics are documented		Members are selected based on acknowledged expertise in SC and logistics		Established, operational, and influential and cross cutting NLWG/TWG that is fully resourced and utilizing D4M to monitor and improve SC performance and to ensure implementation plans and other initiatives	
No dedicated unit/team/department in place for supply chain/logistics within the government system/programme		Plan for establishing NLWG/TWG in place, or integrated within existing group		NLWG/TWG established but not yet fully functional (with a formal written TOR and administrative framework)		Established work plan, including a narrative, timeline, frequent meetings, and budget		NLWG operational budget line is included in the respective Ministry budget	
		Advocacy and discussions initiated to establish a dedicated supply chain/logistics unit in the MOH		Training and HR policies with SCM staff cadre in place in line the civil service structure		Meeting reports and recommendations are circulated to decision makers and key stakeholders		Financing plan with identified sources of funding (domestic and development partners) for operations and systems strengthening	
				Supply chain organizational structure is created and staffed		NLWG is consulted for any key immunization strategy and policy decisions		A mechanism for structured and systematic HR performance management is in place enabling continuous improvement and staff development	
						Supply chain organizational structure adequately supports supply chain functions and requirements.			



## The HR4SCM TOC will be used to:

- **Understand** and convey the complexity of SCM HR systems.
- **Explain** the causal pathway & change process for optimizing workforce performance to internal and external partners.
- **Advocate** for the importance of investing in aspects of HR for SCM.
- **Design** SCM HR interventions based on solid rationale to maximize impact.
- **Plan & measure** the effect of interventions to improve selected HR management systems.

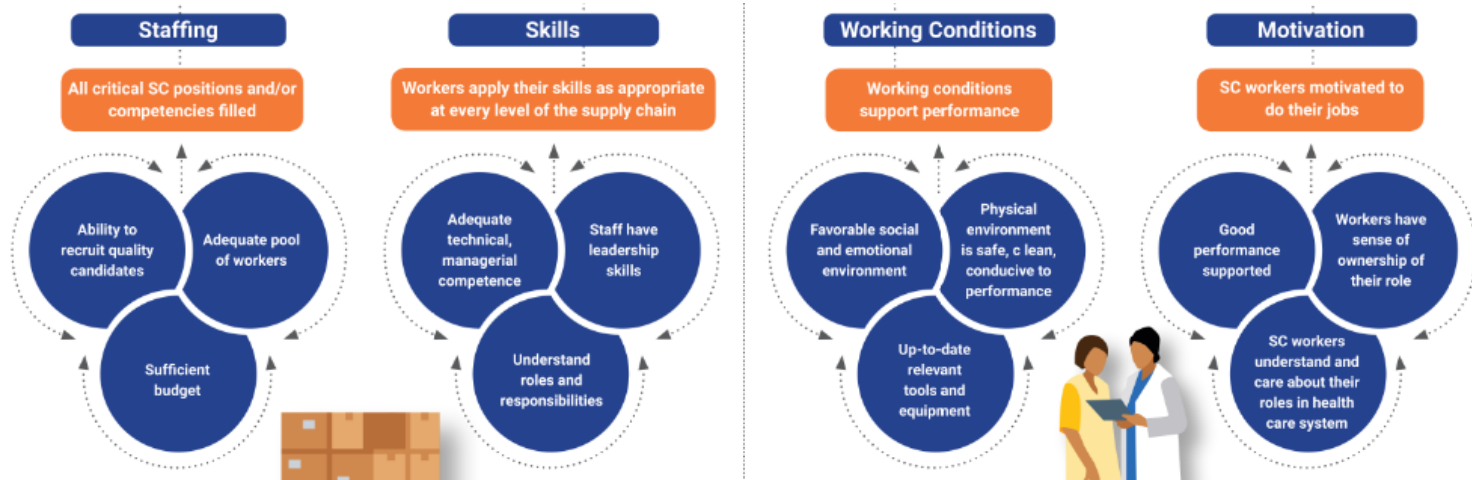


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*Copenhagen, Denmark*



# The four pathways must be approached in parallel to achieve successful change

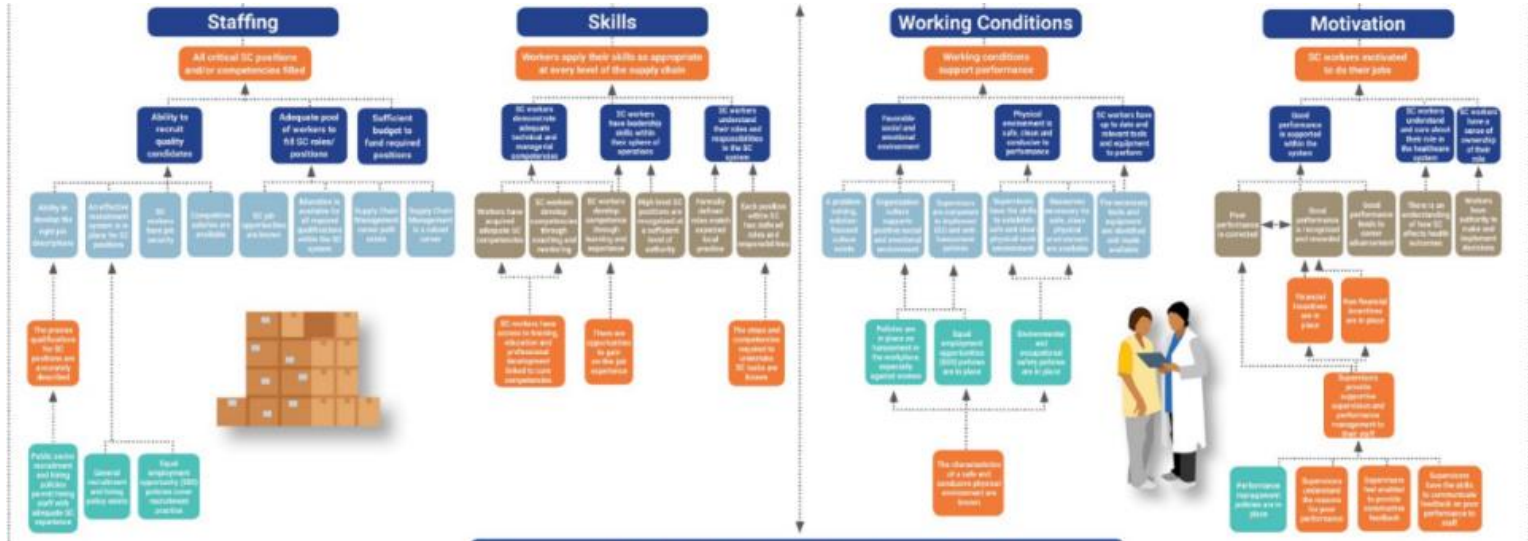


For example, **skills** are essential to workforce performance and may be fostered by training; however, skills alone are insufficient to meet the long-term outcome, particularly if **working conditions** are not optimal or if supply chain positions do not have adequate **staffing**.





# Outcomes Map and Preconditions



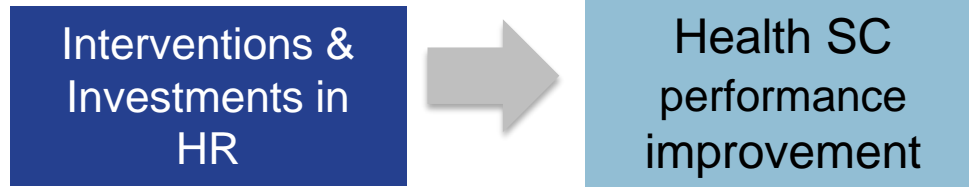
Dark blue boxes: key components of each pathway  
 Light blue boxes: Higher preconditions leading to key components of the Four Pathways  
 Orange Boxes: Non-policy, lower-level preconditions leading to higher preconditions  
 Green boxes: Policy preconditions that create an environment to support higher preconditions

# Key Takeaways

1. Provide a structure to prioritize **INTERVENTIONS** in Human Resources for Supply Chain Management (HR4SCM)
  2. Provide an effective M&E process to monitor **INDICATORS** for the selected interventions
  3. Provide the foundation for developing an HR for SCM strategy
- 

## **BROADER OBJECTIVE:**

Acquire a detailed understanding of the change pathway that connects

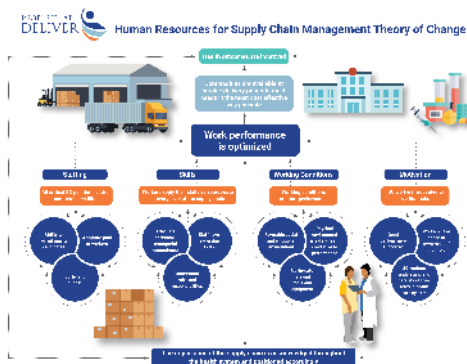


*by applying the **PtD HR4SCM Theory of Change***

# Multiple tools to support your use of the TOC

## TOC Narrative

- Provides an overview of all assumptions that support the HR4SCM TOC
- Contains the Outcome Diagram and Indicators Interventions Catalog
- French & English



## Summary Brief

- Two-pager that supports advocacy efforts for HR4SCM TOC
- Contains the HR4SCM TOC Overview
- French & English



## Theory of Change

### Diagnostic Tool for the Assessment of human resources for supply chain management

Coming Soon: Overview Video





# Kahoot!



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# Capacity Building Resources for Vaccine Procurement Professionals

- Online platforms: VPPN and Technet-21
- Professional Associations: The Chartered Institute of Procurement & Supply (CIPS), IAPHL
- Online certification: UNDP/CIPS cooperation on procurement certification
- Self-assessment tools: Empower School of Health, Pamela Steele & Associates
- Degrees: Diplomas, Bachelor's and Master's programmes in Procurement and Supply Chain Management e.g. Master in ITCILO Public Procurement Management for Sustainable Development



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## Engage with People That Deliver

- Subscribe to PtD's newsletter (e-mail [info@peoplethatdeliver.org](mailto:info@peoplethatdeliver.org))
- Follow PtD on Twitter (@PplthatDeliver)
- Follow PtD on LinkedIn ([www.linkedin.com/company/people-that-deliver](http://www.linkedin.com/company/people-that-deliver))
- Tell us your HR for SCM stories or projects (e-mail [info@peoplethatdeliver.org](mailto:info@peoplethatdeliver.org))

- Contact the PtD Secretariat:

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Tablets USP

Thank you

# Questions/Comments?



**Moderator: Leslie Paas**  
*VPPN Community of  
Practice Manager*



## Next steps

- The **Human Resources webinar recording/Q&A transcript and Presentation Slides** will be available on the VPPN platform
- Please check ongoing VPPN discussions:
  - Price
  - Financing/Budgeting
  - LMIS
  - Market Intelligence

**THANK YOU**



**Moderator: Leslie Paas**  
*VPPN Community of  
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*Take note: September*

***Regional VPPEF in Southeast Asia***

*We will make the presentations available  
on the VPPN*