

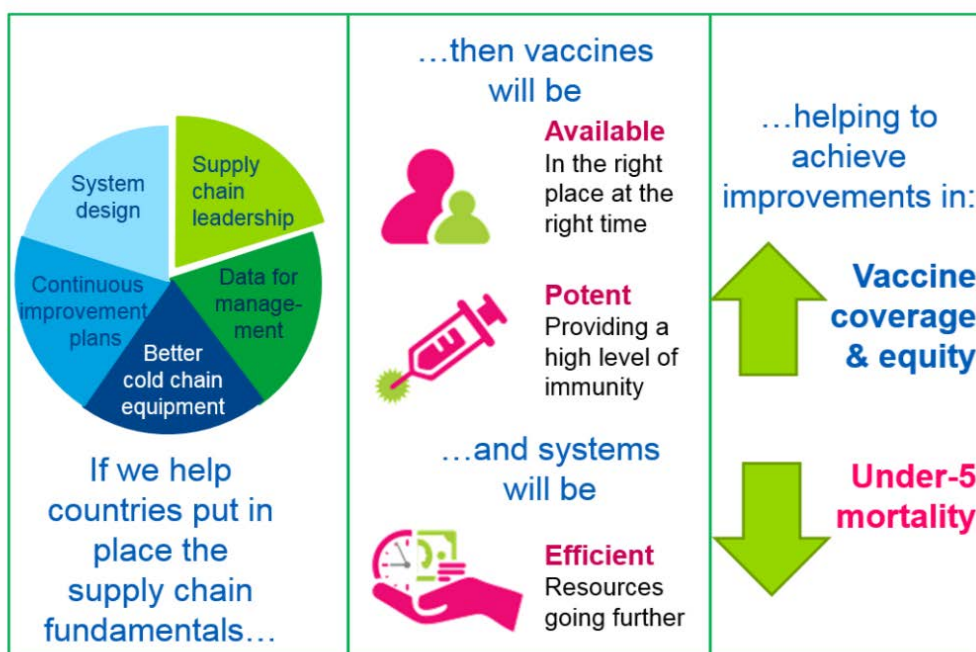
HR Country Support Package for Immunization SC Managers

Introduction

The success of immunization systems in developing countries through the past decades can be attributed to a large extent, to the supply chain and logistics system. This system is one of the backbones of national immunization programmes that strives to ensure the uninterrupted availability of quality vaccines and devices, from the national level through to the service delivery points in rural and remote areas. By 2020, Gavi-eligible countries are projected to manage significant increases in the value, volume, number of doses, and stock keeping units. Placing increased stress on already weak supply systems.

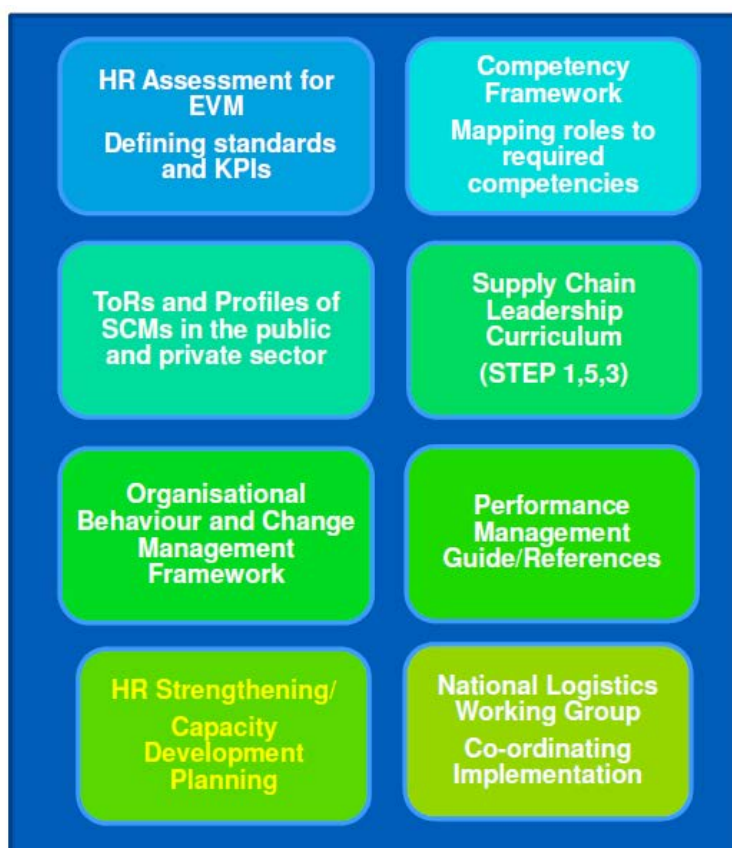
In response to this need, in June 2014 the GAVI Alliance Board signed off on an Immunization Supply Chain Strategy built around 5 fundamentals; system design, supply chain leadership, data for management, better cold chain and continuous improvement plans to help achieve the vision that by 2020 immunization supply chains efficiently provide potent vaccines to all.

The people and practices (P&P) priority working group led by UNICEF with key members including PtD, the GAVI Secretariat, Village Reach, Maeve Magner, USAID, AMP, UNFPA, MOH Norway and UPS have been working to drive forward activities to strengthen supply chain leadership and human resources for immunization supply chain management. The aim is to help ensure that dedicated supply chain leaders are in place at all levels of the health system, with the right capabilities, authority and accountability in every country.



The HR Country Support Package

The HR country support package provides a set of tools and guidelines to support and develop immunization supply chain managers to be able to effectively manage their supply chain to cover the areas described in the HR for health building block.



This package compliments already existing PtD guidance and seeks to address the following questions:

How can I better understand the status of HR in my immunization supply chain?

HR for iSCM Assessment Methodology

The HR for Immunization Supply Chain Management (ISCM) incorporates an increased and more comprehensive focus on HR within the EVM assessment in 3 main categories; HR Planning, HR Development and HR Management with specific defined indicators for each. The EVM is a well-established process used by GAVI eligible countries such that having this HR module run alongside it provides a natural entry point for country discussions, HR improvement planning and access to funding.

[What lessons can I learn from other countries and from the private sector?](#)

HR Evidence Review

This evidence review seeks to address a number of hypotheses perceived as barriers to effective HR for immunization supply chain management. The findings of the study are compiled in a table of evidence to inform government, donors and others interested in the development of health supply chains.

HR Country Landscape Assessment

This assessment helps us to better understand the profiles of existing Supply Chain Managers and those responsible for managing the Supply Chain, the organization they work within, as well as the surrounding enabling environment, including key stakeholders. Responses were received from 32 countries with approximately half being from government representatives.

Supply Chain Manager Profiles in the Public and Private Sector

This study aims to explore the personnel profiles behind supply chain management in the private and public sector in order to increase understanding of the appropriate level of expertise, authority and resources required to oversee the supply chain. The report contains 15 case studies across 12 organizations and presents personnel profiles and HR practices from different private firms, organizations and NGOs.

[How can I strengthen my leadership skills?](#)

Strategic Executive Leadership Programme (STEP 153)

This leadership development programme was developed in collaboration with UPS and is similar to an Executive MBA programme. It targets iSC leaders and managers and senior officials in the Ministry of Health or other ministries who are responsible for strategy, policy and decision making. The programme is built around the general leadership (soft skills) competencies detailed in the 'PtD HSCM Competency Framework for Managers and Leaders'. The training follows the 153 model; 1 month of distance learning, 5 days of classroom based learning & 3 months of mentorship.

[How can I develop the skills and technical competencies that I need to effectively manage my supply chain?](#)

PtD Health Supply Chain Competency Framework for Managers and Leaders

Already an established and applied resource, the competency framework helps to map roles and functions in the supply chain to the required skills and competencies required by an ISCM or other HSCM. This framework can be used to help develop targeted capacity development approaches, job descriptions and staff self-assessment.

[How can I build a comprehensive plan to meet all HR issues, not just training?](#)

Process Guide & Toolkit for HSC Strengthening through Capacity Development

A framework for public health SC strengthening that takes the user through a step by step approach for developing, implementing and monitoring a comprehensive supply chain strategy and implementation plan. This guidance includes links to numerous resources that support each step, highlighted by country case studies. HR is cross-cutting need in strategic planning and this approach takes a holistic view and considers all factors which are essential to achieve sustainable improvement.

[How can I strengthen co-ordination & collaboration to ensure that my HR improvement plan is implemented?](#)

National Logistics Working Groups Guidelines

Effective national logistics working groups, or supply chain co-ordination committees, are the cornerstone of strong co-ordination, collaboration and alignment of partners with government for implementation of national improvement plans. This document provides guidance for ISC Managers on how to effectively establish and manage logistics working groups. The guidance will include case studies and lessons learned from countries.

[How can I improve performance within my organization?](#)

Organisational Behaviours and Change Management

This guidance is designed for a range of users with material focusing on organizational and cultural change. Tools are presented in a format that will enable users to work through the parts that are most relevant to them. The tools are designed as a means to help users understand, lead and manage change more effectively and to help ISCMs and their teams to work through whatever change they are involved in. It provides ideas, insights, case studies and best practices; tools to help users think through different approaches and to apply key principles in their own situation.

Performance Management

These guidelines aim to embed effective people management practices while promoting an understanding of the importance of performance management. While sharing key principles and practical tools to encourage best practice they also aim to strengthen performance management within supply chains in country. The guidelines reflect and compliment the aims of PtD which emphasizes the importance of human resources as a key driver of improved performance within supply chains. This can be achieved by focusing on activities that identify and enhance people performance including retention, supervision, mentoring and coaching.

UNICEF on behalf of the GAVI Alliance would like to thank all those involved in the development of this HR country support package for immunization supply chain managers. We invite and welcome your feedback.

By Musonda Kasonde, Capacity Development Manager, UNICEF Supply Division Copenhagen, Denmark