



Addressing Supply Chain Talent and Know-How Shortages for the Health and Humanitarian sector

Health & Humanitarian Logistics Conference

Session One | July 18, 2018, 13:30 – 14:45 | Summary Report

Purpose of Workshop:

Supply chain talent is in short supply worldwide. This problem is even more acute for the health and humanitarian sector. This has resulted from the inadequate importance and attention to supply chain positions within health and humanitarian agencies/organizations, unclear long-term career trajectories for supply chain professionals in these organizations, and very few educational programs within the regions of focus. The shortage is further exacerbated by the change in the skill sets required for supply chain professionals working in health and humanitarian sector. Competencies in logistics are no longer sufficient to run complex multi-country supply chains; ability to work with advanced data and analytics is becoming extremely crucial.

Academic institutions, multilateral agencies, private companies, and non-profit organizations are all working to resolve the supply chain talent shortage in the sector through a variety of interventions. The session consisted of 14 speakers from these organizations, each being given two minutes to discuss the innovative ways in which they are working to increase supply chain talent in these frontier markets.

Speakers and contact information:

Speaker Name	Organization	Contact Information
Abe Eshkenazi	APICS	aeshkenazi@apics.org
Jenny Froome	SAPICS	Jenny@sapics.org.za
Liz Igharo	The International Association of Public Health Logisticians (IAPHL)	liz_igharo@jsi.com
Bridget McHenry	USAID	bmchenry@usaid.gov
Dominique Zwinkels	People that Deliver (PtD)	dzwinkels@unicef.org
Kevin Etter	UPS: STEP	Ketter@ups.com
Jarrold Goentzel	MIT: Scale	goentzel@mit.edu
Alyssa Palmer	SOLVE	alyssap@plastergroup.com
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Paulo Goncalvez	Hum Logistics Group	paulo.goncalves@usi.ch
Paul Lalvani	Empower School of Health	paul.lalvani@empowerschoolofhealth.org



Overview of Session:

Prashant Yadav opened by thanking participants by joining this session as there were two other simultaneous sessions that participants could have attended. He commended the work that many institutions and partners are doing to address supply chain talent shortages using many different approaches and emphasized that information exchange, some form of collaboration and a common understanding of the overall eco-system will be important. Prashant shared that the session had been shortened from 75minutes to 65minutes, and therefore he would be timing each presenter to ensure that they adhered to their two-minute time slot. He asked each presenter to focus on what is unique about their approach.

The first three presentations focused on **professional organizations** who are a resource for supply chain professionals. Abe Esheknazi, CEO of APICS, discussed the evolution of the supply chain profession from the 1940s to the present day. He spoke to the changes in business operations and how that has created an increased need for supply chain talent. Jenny Froome, General Manager at SAPICS, showcased how a professional body registration in South Africa has been very successful and members of received a great deal of benefit from SAPICS. We heard from Liz Igharo, Executive Director of IAPHL, who spoke to the reach that IAPHL has gained in the past 11 years – including 5,600 participants from 144 countries.

We then heard from Bridget McHenry, Senior Organizational Development Advisor at USAID, and Dominique Zwinkels, Executive Manager at PtD, who both spoke about the evolution of thought for developing solutions for supply chain talent shortages. Bridget told the group about the innovative ways USAID is invoking more sustainable practices by increasing soft skills development and investing in holistic approaches like the Theory of Change Framework that USAID has collaborated on with People that Deliver. Dominique, PtD, then shared with the group how the Theory of Change Framework has assisted in creating the five building blocks of human resources for supply chain management and encouraged those interested to attend the People that Deliver session to learn more.

The presentations then switched to **specific programs for building talent in frontier markets**. Kevin Etter, Director at UPS, spoke to the Strategic Training Executive Programme (STEP) that works to foster strong management skills within supply chain leaders. Trip Allport, Executive Director of the ARC, introduced the African Resource Center (ARC) and explained that the ARC acts as a broker to facilitate relationships that will catalyze efforts of the organizations that they work with. Jarrod Goentzel, Director of HumLab at MIT, provided information on the MIT Scale Network and showed how MIT's MOOCs are designed for continued education, if the student wishes, to obtain a Micro Masters. Alyssa Palmer, Global Lead for the SOLVE Initiative, then presented the work SOLVE is doing in partnership with the Kuehne Foundation to assist Universities in designing and implementing undergraduate supply chain programs.

The session was concluded with presentations from **academic institutions focusing on research and training**. Nico Van Daele, KU Leuven, talked about the extensive network approach to their research, courses, and fieldwork. Luk Van Wassenhove, INSEAD, discussed INSEAD's alumni network and the mentoring opportunities they are seeking throughout the continent of Africa. Pinar Keskinocak, GeorgiaTech, discussed the interactive Health & Humanitarian Supply Chain Management Professional Education Certificate Program. Paulo Gonçalves, HUM Logistics Group at University of Lugano, discussed the creation of the HUM program and interest in collaborating with the community. Paul



Lalvani, Empower School of Health, shared the purpose and goals of Empower School of Health and its work in training supply chain practitioners in public health.

Questions and Comments for the Community to Consider:

As time was tight, there was a limited discussion, but many thought-provoking questions were discussed for the community to discuss at the next opportunity. The questions are summarized below and will be used to design future conversations on closing the supply chain talent gap.

- It was clear from the presentations that there are many resources available for individuals and organizations in the targeted geographies. How do we come together as a collective to ensure we are understanding need and matching it to the correct resources?
- What is the best way to share our work with the community? Is there interest and possibility to catalogue the projects and programs that are ongoing so that when we speak to Ministries of Health we can show all the programs that are available for them to develop supply chain staff?
- Abe from APICS mentioned that a career path for a supply chain professional from student to executive is not as clear as for other professions (ex. Accounting). How can we show individuals and organizations how all these resources can fit together throughout their career to support and inform their career choices from student to executive?
- In the future how will we measure our success? How can show to individuals, organizations, and the community the importance and successes of these programs and initiatives? How can we measure what works so that we can learn and continuously develop curriculum? Solving for talent and building capacity is hard, how do we set winnable milestones on the way so we can keep funders and implementers motivated about this area. We have come a far way, and our progress needs to be documented to inform additional work.
- As with many regions, and many industries, employee retention is a challenge in the health logistics sector especially in health and humanitarian organizations. What is the best way to ensure that the organization or company can receive the return on investment from training an employee?

Many of these conversations will occur informally through the networks you all have developed. The organizers of HHL, ARC and APICS may be in touch regarding any follow-on convenings to continue the conversations.

If you would a copy of the slide deck or would like an introduction to any of the presenters please contact Alyssa Palmer, alyssap@plastergroup.com.