

**PSA**

**PSA**

## **Health and Humanitarian Supply Chain Management Courses**

**Strengthening Health and Humanitarian Supply Chains  
through Training, Research, and Consultancy**

*Including the PSA competency maturity model for  
health supply chain management professionals*



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# Welcome



**Pamela Steele**  
Founder and CEO

**An underlying principle of Supply Chain Management (SCM) is to establish control of the end-to-end process, in order to create a seamless flow of quality and appropriate products, and shorter lead times in a cost-effective manner, with minimum risks and more traceability. In the health and humanitarian sectors there is a growing awareness that the supply chain is integral to programme delivery, and key to saving lives and alleviating suffering.**

Today, the pressure from donors is increasing; they demand more transparency, accountability, and better impact of aid to beneficiaries, be it in healthcare delivery, emergency relief response or other forms of cooperative agreement. At the same time, there are significant challenges facing SCM globally, which will have a substantial impact on strategic decisions in many future aid supply sourcing and delivery operations.

The current and future challenges that health and humanitarian supply chain managers come across include:

- the need to improve beneficiary responsiveness, access to aid, accuracy of an integrated supply chain, and programme planning and execution;
- the increased downstream focus of supply chain and sustainable approaches;
- the need to focus on total supply chain costs, and ethical and environmental concerns;
- the need to implement end-to-end supply chain strategies and risk management; and
- the need for highly skilled managers, who are empowered and able to take an objective overview of existing supply chain arrangements, and make strategic decisions.

Many training and capacity development programmes in health and humanitarian logistics and supply chains tend to focus primarily on the operational supply chain elements of procurement, logistics, warehousing, distribution etc. Yet, they offer limited coverage of the more strategic aspects of supply chains in relation to programme outcomes, current trends of concern to the public, evolving donor policies, and the need for accountability to aid recipients.

Pamela Steele Associates' (PSA) training series is designed for organisations and individuals in the health and humanitarian sectors, including those in emergency healthcare delivery, who already possess logistics and supply chain knowledge. The courses are designed to challenge traditional supply chain and logistics management by thinking about the complexities in global logistics and supply chain operations.

Participants will need to embrace uncertainty and appreciate the notion that cross-functional knowledge and strategic vision are vital factors in ensuring the success of the supply chain. Collaboration of ideas and knowledge sharing are integral parts of our programmes. There has never been a better time to step outside your workplace and participate in one of our courses. Each course is designed to improve your knowledge today so that you will be proactive for the challenges of tomorrow.

I look forward to welcoming you to PSA's many training opportunities and courses.

A handwritten signature in black ink that reads "P Steele". The signature is written in a cursive, flowing style.

Sincerely,

**Pamela Awuor Steele**

## About us



**PSA is a female-owned niche technical consultancy and training organisation specialising in supply chain capacity development for the health and humanitarian sectors in developing countries. We help organisations and individuals develop their capacity and capability in order to strengthen supply chains and reduce dependency on external technical support. Our clients include NGOs, the United Nations and governments.**

PSA was founded in 2013 with headquarters in Oxford, UK, and in 2016 opened an East Africa regional office in Nairobi, Kenya. We employ a core team of supply chain specialists from Africa and beyond who have a wide range of experience that spans the aid sector and academia. The team is supplemented by a network of experienced independent consultants.

PSA's collaborative culture transcends organisational and geographic boundaries and we collaborate with higher learning institutions to provide work experience for bright young minds. In this vein, PSA's collaboration with the University of Oxford has received very high praise from our partners and the student community. Furthermore, PSA is ISO 9001:2008 certified and accredited by the British Accreditation Council for Independent Further and Higher Education as a Short Course Provider.

### Our vision

- To positively impact people's lives by improving health and humanitarian supply chains.
- To be acknowledged as providing professional excellence in systems strengthening, by sharing relevant knowledge and skills, information, techniques and news.
- To be a dependable business partner that provides novel and integrated solutions in health and humanitarian supply chain transformation.
- To maintain quality and cost-effectiveness through alliances with exceptional organisations and personnel, and through efficient systems.
- To provide a fair income to all our employees and promote a healthy work-life balance.

### Our mission

- To promote and facilitate supply chain capacity development;
- To strengthen the health supply chains in developing countries to benefit beneficiaries; and
- To reduce government dependency on external technical support.

### Our values

In our work, we strive to be:

- **Accountable:** we work with financial and project management systems that keep us on track and focused on results.
- **Humanitarian:** we work for the alleviation of suffering.
- **Ethical:** we work with integrity.
- **Professional:** we use our expertise to meet our clients' needs.
- **Pragmatic:** we apply general principles and frameworks but recognise the need to listen and adapt to clients' differing needs.
- **Innovative:** we seek to learn and apply new ideas, and embrace new technologies with an entrepreneurial approach.
- **Collaborative:** we collaborate with partners for mutual support, working closely with clients and service providers to create a strong team.
- **Respectful:** we understand that local cultural knowledge is vital for effective change.
- **Sustainable:** we provide long-term supply chain competence strengthening of health and humanitarian human resources, so they are able to manage supply chains by themselves and reduce dependency on external technical assistance.

# PSA competency maturity model for health supply chain management professionals

## Developed by:

Pamela Steele (Founder and CEO, Pamela Steele Associates Limited) and Dr Andrew Brown (Health Systems Strengthening Consultant)

## Background

Throughout low- and middle-income countries there is an increased focus on the need to develop supply chains as key enablers for development in both the government and private sector. This demand for improved supply chains will continue to increase as countries 'graduate' from one income level to another, and as the growing middle class increases its demand for services in a variety of sectors (e.g. health, retail, and industry). Africa will be at the forefront of this increasing demand.

In this context the international community focuses specifically on the health and humanitarian assistance sectors. In these sectors appropriately designed and managed supply chains are increasingly seen as required to enable systems, which need to be in place in order to attain the Sustainable Development Goals and the aim of achieving universal health coverage.

For well-functioning supply systems to become a reality, competent health and humanitarian supply chain professionals are needed. Although health supply chains, by their nature, must be designed to suit a specific country context, wherever they are located, the competency profiles of the personnel who operate them can be divided into three broad levels: 'operational', 'tactical' and 'strategic'.

“For well-functioning supply systems to become a reality competent health and humanitarian supply chain professionals are needed.”



## Operational

Those who carry out key tasks associated with technical aspects of the supply chain.

Examples of roles: procurement assistant, warehouse packer, driver.



## Tactical

Those who provide advice and guidance to key stakeholders on the performance of organisational procedures and processes.

Examples of roles: warehouse supervisor, human resources manager, fleet transport manager.



## Strategic

Those who develop, improve and fulfil organisational and functional objectives, formulate direction and advice, manage change, and lead and influence both internal and external stakeholders.

Examples of roles: Director of Supply Chain, Country Supply Chain Manager, Director of Procurement.

In 2015 the People that Deliver (PtD) initiative published the PtD Competency Framework for Managers and Leaders, which followed their previously published PtD Health Supply Chain Management (HSCM) Competency Compendium. This was the first ever agreed global framework for competencies in HSCM to be published, combining 'operational', 'tactical' and 'strategic' areas for managers and leaders in HSCM.

In order for them to develop specific supply chain competency areas, individuals need to first understand which competency areas are relevant for their job description and associated areas of responsibility. With this knowledge in place specific professional development activities can be selected to support the development of those competency areas.

The aim of this section is to overlay a maturity model on the existing 'PtD Competency Framework for Managers and Leaders' to clearly identify the tactical and strategic HSCM competency profiles required for these personnel and to map the available education products from PSA against this model. This will enable HSCM professionals to make informed decisions regarding their professional development needs. (PSA is developing a separate approach to helping HSCM professionals to self-assess their own HSCM competence, to enable them to then determine their learning needs.)

## Competency terminology and definitions

The use of competency-related terminology can vary across the world and so the following definitions are offered here by way of explanation:

**Competency compendium:** A comprehensive catalogue of competency areas, with associated behavioural competencies, compiled from a number of frameworks, e.g. 'PtD Competency Compendium for Health Supply Chain Management 2014'. The competency areas referenced within the PtD compendium are not outlined by particular cadres (e.g. a warehouse manager, dispensing officer, etc.), but, rather, are listed by particular supply chain functions, to allow users to select the competencies required for cadres working at various levels in the supply chain.

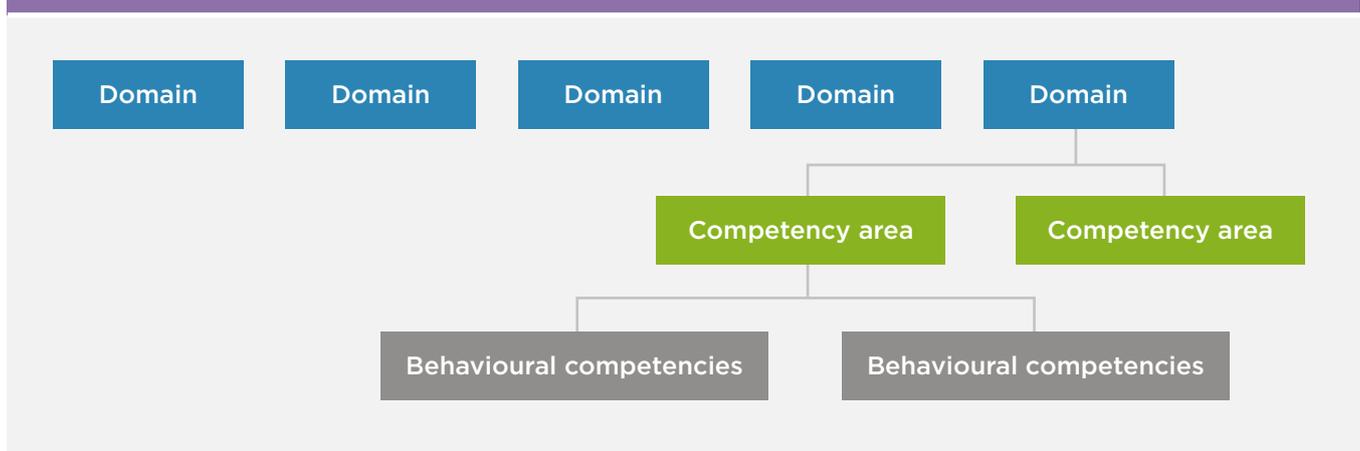
**Domains:** The high-level groups, or clusters, of competency areas within a given competency framework. There are not usually more than six domains in a framework. The six domains used in PSA's HSCM framework are: *professional/personal; resource management; selection and quantification; procurement; storage and distribution; and use.*

**Competency areas:** The overarching capacity/skills of a person that are required for them to perform in a specific area. e.g. *Within the domain of procurement, PtD identifies 10 competency areas: manage procurement costs and budgets; build and maintain supplier relationships; manage tendering processes and supplier agreements; undertake contract management and risk management; assure quality of products; manage import and export of products; manage donations of products; prepare for product supply during disasters and emergencies; undertake or manage the manufacturing or compounding of products.*

**Behavioural competencies:** Descriptions of what an effective HSCM individual is doing when they apply their motivation, traits and skills to a relevant task. For the domain of *procurement*, and the *managing tendering processes and supplier agreements* competency area, the behavioural competencies described might include: *developing bidding documents; using the WHO (World Health Organisation) prequalification system to confirm quality suppliers; managing a tender process using country systems; formalising contracts with successful companies* etc. (n.b. the PSA maturity model presented here does not go down to the behavioural competency level).

**Competency framework:** A collection of competency areas with associated behavioural competencies which define the expected requirements of a particular cadre. A competency framework might, for example, be developed for a warehouse manager, while a separate competency framework would be required for a hospital pharmacist. The composition of country-based, cadre-specific competency frameworks will also depend on the structure of the supply chain and at which levels various competencies are allocated. The present leadership competency framework focuses on Levels 2 and 3 of the health supply chain, while acknowledging that leaders and managers are required at all three levels.

**Maturity model:** A way of expressing the development of a professional's competence in specific competency areas, from an entry point level through to an expert level. PSA applies a three-level maturity model: operational, tactical and strategic. As an organisation we concentrate on developing the tactical and strategic competencies of health and humanitarian supply chain professionals.

**Figure 1: The structure of competency frameworks**

### Explanation of supply chain levels

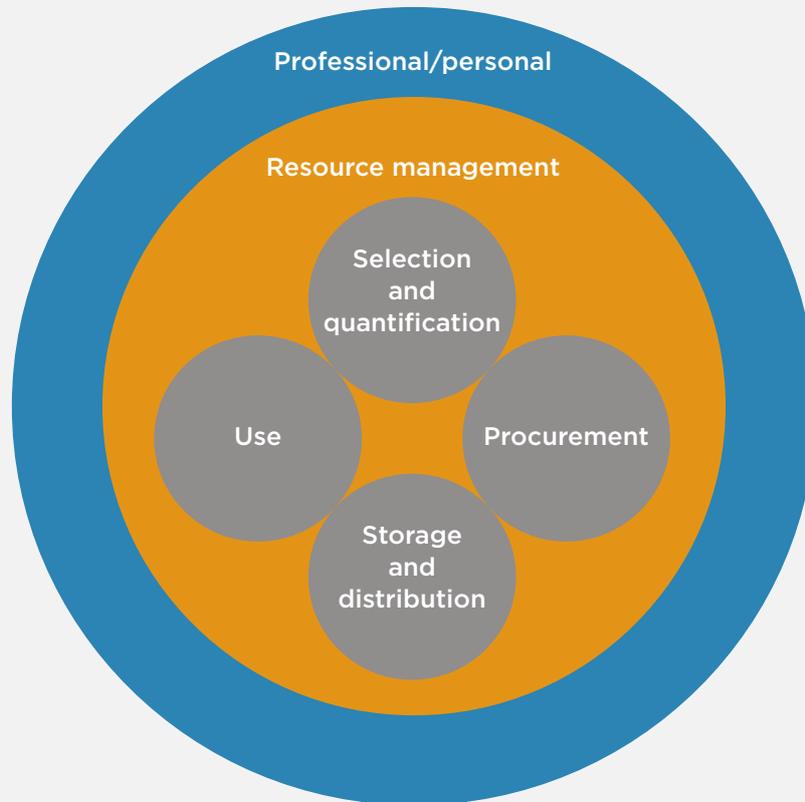
The three levels defined below are the structural levels that can be seen in many country supply systems. At each level there will be a range of cadres of personnel who work together to ensure the supply chain is functional and is developing.

Operational, tactical and strategic staff are required at each level to ensure that all supply chain management functions take place. The PSA maturity model presented here focuses on those cadres that require tactical and/or strategic competencies in order to manage supply chains at Level 2 and Level 3 in the health supply chain system.

- Level 1:** Workers supply medical supplies to patients at service delivery points. They are responsible for storage and may be responsible for forecasting, ordering, receipt and disposal of medical supplies, depending on their role. Examples include nurses and village health workers at aid posts, health centres and dispensaries, and dispensers at hospitals.
- Level 2:** Workers supply medical supplies to Level 1 workers or other Level 2 workers and may supply directly to patients, depending on their location and role. They have a wider range of responsibilities than Level 1 workers in terms of managing the distribution of medical supplies to dependent facilities and typically are responsible for forecasting, ordering, receipt, storage and disposal of medical supplies. Examples include pharmacists and other pharmacy staff at provincial hospitals, store personnel at area medical stores or transit stores and nurses at larger health centres or dispensaries who supply smaller dependent facilities.
- Level 3:** Workers forecast, procure and distribute medical supplies at a country level, enabling supply to Level 2 and Level 1, and may also supply directly to patients, depending on their location and role. They may influence national medicine policies and guidelines and they may have financial and managerial roles. Examples include country principal pharmacists, senior pharmacists, health programme coordinators and national medical stores managers, principal nursing officers, supply managers, logistics officers, procurement officers and pharmaceutical advisers.

“Once the relevant competency areas have been determined, you can then determine which PSA courses will be best aligned with the level of competence that you are trying to achieve.”

**Figure 2: The relationship of the six domains within the PtD public health supply chain competency compendium**



### Using the PSA maturity model for selecting course development

The PtD Competency Framework for Managers and Leaders, applied here by PSA, is presented by domain. Under each domain there is a set of competency areas, which provides an overview of the content of that domain. The more detailed behavioural competencies are not addressed in the PSA model.

The framework outlines six domains for supply chain management. For each domain there are groups of competencies. Table 1 briefly describes each of the domains and Tables 2 and 3 summarise the high-level competency areas included in each domain. The six domains considered in this framework have been further subdivided into *technical* and *management* domain groupings. For most competency areas both tactical and strategic maturity is required for the supply system to function. The actual staff who will need to demonstrate these competencies will vary by country and depending on the level of the supply chain in that country. The PSA maturity model is only focused on tactical and strategic levels of

professional growth. A final column is given to the right of each competency area and clearly notes which PSA courses address which competency areas, and at what maturity level (tactical and/or strategic).

Where a PSA course addresses both tactical and strategic development areas for a specific competency this is also noted.

Once the relevant competency areas have been determined, by referencing your job description and areas of responsibility, you can then determine which PSA courses will be best aligned with the level of competence that you are trying to achieve (tactical or strategic).

Detailed information regarding each PSA course can be found under 'Course details'.

For further information on applying the PSA Competency Maturity Model for HSCM Professionals to your own circumstances or that of your health supply chain personnel, or to discuss the relevance of any of the PSA courses, please contact PSA at [info@pamsteele.co.uk](mailto:info@pamsteele.co.uk)

Table 1: Domain descriptions		
	Domain	Plain language description of domain
<b>Technical domains</b>	1. Selection and quantification	The competencies that are required by a worker to be able to select and quantify the correct supplies for their work situation (e.g. their country, the needs and capacity of their facility).
	2. Procurement	The competencies that are required by a worker to be able to procure the supplies needed for their work situation.
	3. Storage and distribution	The competencies that are required by a worker to be able to store and distribute the supplies needed for their work situation. This includes moving supplies to their facility and sending them to other facilities. It also includes the competencies required to manage the outsourcing of these activities, and partnerships related to these activities.
	4. Use	The competencies that are required by a worker to be able to ensure the best possible outcomes from the use of the supplies in their work situation where patients are treated.
<b>Management domains</b>	5. Resource management	The competencies that are required by a worker to be able to manage money/people etc., to ensure the system works effectively.
	6. Professional and personal	The competencies that are required by a worker to be able to manage his/her day-to-day responsibilities and create a path for future career development. This includes competencies such as communication, stress management and time management skills.

“The PSA maturity model focuses on the tactical and strategic levels of professional growth.”

Table 2: Summary of technical domains and competency areas				
Technical domain	Competency	Tactical* (T)	Strategic* (S)	PSA course offerings**
<b>1. Selection and quantification</b>	<b>1.1</b> Select the appropriate product		●	HSCM (T)
	<b>1.2</b> Define the specifications and quality of the product		●	HSCM (T)
	<b>1.3</b> Take into account any special considerations for the product	●	●	HSCM (T)
	<b>1.4</b> Forecast and quantify product needs	●	●	
<b>2. Procurement</b>	<b>2.1</b> Manage procurement costs and budget	●	●	HSCM (T)
	<b>2.2</b> Build and maintain supplier relationships	●	●	HSCM (T)
	<b>2.3</b> Manage tendering processes and supplier agreements	●	●	HSCM (T)
	<b>2.4</b> Undertake contract management and risk and quality management	●	●	HSCM (T)
	<b>2.5</b> Assure quality of products	●	●	HSCM (T)
	<b>2.6</b> Manage import and export of products	●		HSCM (T)
	<b>2.7</b> Manage donations of products		●	
	<b>2.8</b> Prepare for product supply during disasters and emergencies		●	
	<b>2.9</b> Undertake or manage the manufacturing or compounding of products		● (L)	
	<b>2.10</b> Undertake or manage re-packing of products	●		
<b>3. Storage and distribution</b>	<b>3.1</b> Undertake storage, warehousing and inventory management	●	●	HSCM (T)
	<b>3.2</b> Supply commodities to facilities	●		
	<b>3.3</b> Manage transport for commodities	●	●	
	<b>3.4</b> Manage disposal of products	●	●	
	<b>3.5</b> Dispense or provide commodities to patients/users	● (L)		
<b>4. Use</b>	<b>4.1</b> Understand use of medical products, including medicines and equipment	●	●	

**(T) Tactical:** Provides advice and guidance to key stakeholders on the performance of organisational procedures and processes.

**(S) Strategic:** Develops, improves and fulfils organisational and functional objectives, formulates direction and advice, manages change, and leads and influences both internal and external stakeholders.

**(L) Limited application to selected environments**

\*Although these competency areas are required at certain maturity levels, the allocation of these competency areas to individual staff will be determined by the structure of the human resources within any specific health supply chain.

\*\*HSCM = Health Supply Chain Management

Table 3: Summary of management domains and competency areas				
Management domain	Competency	Tactical* (T)	Strategic* (S)	PSA course offerings**
<b>1. Resource management</b>	<b>5.1</b> Manage, plan and implement projects	●	●	<ul style="list-style-type: none"> <li>• SCCD (T)</li> <li>• Leadership (S)</li> <li>• ToC (S)</li> </ul>
	<b>5.2</b> Manage resources and financial activities	●	●	<ul style="list-style-type: none"> <li>• HSCM (T)</li> <li>• SCCD (T&amp;S)</li> <li>• ToC (S)</li> </ul>
	<b>5.3</b> Oversee human resources (e.g. recruitment, training, team management/supervision)	●	●	<ul style="list-style-type: none"> <li>• SCCD (T)</li> <li>• HR for HSCM (T&amp;S)</li> </ul>
	<b>5.4</b> Implement quality assurance and risk management activities	●	●	<ul style="list-style-type: none"> <li>• HSCM (T)</li> <li>• SCCD (T)</li> <li>• ToC (S)</li> </ul>
	<b>5.5</b> Recognise and understand the complementary requirements of a sustainable supply chain management (SCM) system			<ul style="list-style-type: none"> <li>• SCCD (S)</li> <li>• ToC (S)</li> </ul>
	<b>5.6</b> Oversee and/or support operation of a logistic management information system	●	●	<ul style="list-style-type: none"> <li>• SCCD (T&amp;S)</li> <li>• Leadership (S)</li> <li>• ToC (S)</li> </ul>
	<b>5.7</b> Manage outsourcing of SCM functions			<ul style="list-style-type: none"> <li>• SCCD (T)</li> </ul>
<b>6. Professional and personal</b>	<b>6.1</b> Demonstrates basic generic skills (e.g. literacy, numeracy, technology)	●	●	<ul style="list-style-type: none"> <li>• HSCM (T)</li> </ul>
	<b>6.2</b> Demonstrates strong communication skills	●	●	<ul style="list-style-type: none"> <li>• HSCM (T)</li> <li>• Leadership (S)</li> <li>• SCCD (T)</li> <li>• ToC (S)</li> </ul>
	<b>6.3</b> Utilises problem-solving skills	●	●	<ul style="list-style-type: none"> <li>• Leadership (S)</li> <li>• SCCD (T)</li> <li>• ToC (S)</li> </ul>
	<b>6.4</b> Exhibits professional and ethical values	●	●	<ul style="list-style-type: none"> <li>• SCCD (T)</li> <li>• Leadership (S)</li> <li>• ToC (S)</li> </ul>
	<b>6.5</b> Proves leadership abilities	●	●	<ul style="list-style-type: none"> <li>• SCCD (T)</li> <li>• Leadership (S)</li> <li>• ToC (S)</li> </ul>
	<b>6.6</b> Abides by rules/laws/legislation	●	●	<ul style="list-style-type: none"> <li>• SCCD (T)</li> <li>• Leadership (S)</li> </ul>

**(T) Tactical:** Provides advice and guidance to key stakeholders on the performance of organisational procedures and processes.

**(S) Strategic:** Develops, improves and fulfils organisational and functional objectives, formulates direction and advice, manages change, and leads and influences both internal and external stakeholders.

\*Although these competency areas are required at certain maturity levels, the allocation of these competency areas to individual staff will be determined by the structure of the human resources within any specific health supply chain.

\*\*SCCD: Supply Chain Capacity Development.

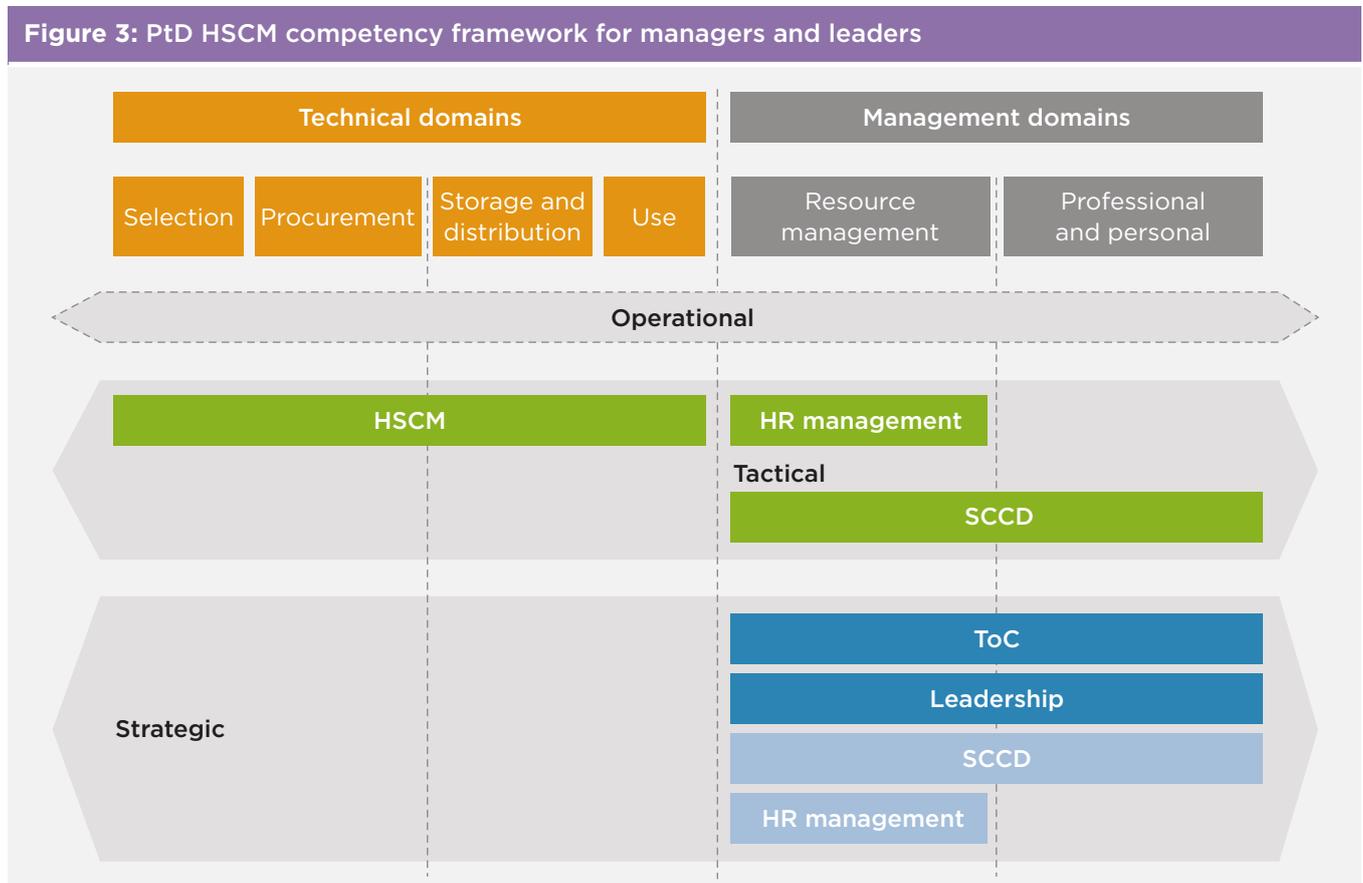
HR for SCM: Human Resources for the Health and Humanitarian Sector.

Leadership: Supply Chain Leadership.

ToC: Theory of Change for Health Supply Chain Capacity Development.

The figure below shows visually how the operational, tactical, and strategic maturity model is applied across the entire health supply chain competency framework. PSA courses that address tactical and

strategic competencies across the technical and management domains are noted below. More details regarding the objectives and content of PSA courses can be found under ‘Course details’.



## PSA training courses

*“I would recommend the Health Supply Chain Management course to anyone who is doing pharmacy in a developing country, it opens your eyes and you see pharmacy and supply chain from a different angle.”*

Cynthia Kamtengeni  
UNICEF



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## General information

### Why you should choose PSA for training

If you work in the health or humanitarian sector, you have been trained to be as effective as possible, without relying on external technical expertise. Our training courses build on this. They have been developed by health and humanitarian supply chain experts so that they reflect current and emerging best practices in supply chain management and supply chain capacity development. Our primary aim is to develop reflective professionals who understand the supply chain from a 21st-century perspective, and who think and act in ways that are truly oriented towards the beneficiaries.

Our high-quality courses cover the issues that matter most to aid organisations and their government partners. We share practical skills and up-to-date real-world knowledge through active learning and participation. Our pragmatic, hands-on approach will prepare you to immediately apply your newly acquired knowledge and skills in the workplace.

### The benefits of PSA's face-to-face approach

PSA's courses are currently classroom-based with online options being considered for short courses. Health and humanitarian operations happen in a complicated environment that often does not favour e-learning. As a result, health and humanitarian practitioners – regardless of their role – highly value any opportunity to learn by solving problems together with other people who have similar jobs in different organisations, which is why we offer face-to-face classroom-based learning.

In classroom-based learning, we have found that encounters with other students are vital for exchanging ideas and driving innovation. Learners hear fellow professionals' stories, their challenges, and the details of their solutions to the operational challenges they face on a daily basis. Classroom-based learning promotes a healthy cross-pollination of ideas that comes from bringing in perspectives from different contexts and cultures.

### Online courses

We've realised that the high-level complex issues we teach about cannot be packaged into one day or one- to two-hour learning modules. Basic concept mastery – achieved through self-paced e-learning – can only address very low-level outcomes. For this reason we are considering developing online Entry Modules focusing on concepts, terminology and tools for those with less experience in supply chain. The modules aim to provide basic knowledge to access the more advanced content where more applied techniques are included in a face-to-face environment.

### Open classroom

PSA provides a space where you can transform the way you think and the level at which you operate. The courses we provide are designed to be interactive, with input from experienced tutor-practitioners. Our training methods apply the principles of action-learning; they include case studies, group work, role play, and peer support, to complement our presentations. Our training material is based on the most relevant theoretical frameworks and emergent thinking and trends. In addition, we provide quizzes and assessments to help you test your knowledge and understanding. As we are independent, we have the freedom and flexibility to adapt to clients' needs; the only bias we have is for integrity and results.

“Our pragmatic, hands-on approach will prepare you to immediately apply your newly acquired knowledge and skills in the workplace.”

## Programmes designed for your organisation

We excel at working in partnership with organisations to design and deliver a programme based on a clear understanding of your current challenges. Our flexible approach ensures that we can offer you a development solution that meets the specific needs of your people.

While we offer a wide range of courses, we also know that our standard courses, training schedule, or training location may not be the best fit for your plans. For instance, you may need more bespoke attention if:

- You wish to train together with your partners so that you all receive the same important messages;
- Your team of colleagues all need the same course, but want to attend training together at a more convenient time and/or in a more convenient location;
- You need a course specially designed for your unique operations, procedures, or working environment.

To help you decide:

- We offer a free no-obligation consultation to help you choose the right course within your available budget, based on your desired outcomes. We provide follow-up support throughout your decision-making process.
- You may decide that one of our open classroom courses is what you need. Or it may be that you would like us to adapt an existing course, or even create a brand-new course for you, to meet your identified training needs. We can do all of this.
- To target training better we carry out a competence assessment.

## Post-training support through mentorship

We will follow up with you three months after the completion of courses to help embed the learning, as well as to evaluate the extent to which the course has impacted on your professional practices.

Participating in a PSA course allows you to tap into a wealth of experience and support. This includes follow-up contact with the trainer, so that you can pursue specific points that are of interest to you; tips for using the learning in your day-to-day work; and advice and support regarding how to further your development. We stay with you to ensure our training and your learning makes a difference.

We also have an online alumni group, enabling those who have attended courses to continue their engagement and discussions online.

## Trainers

Our trainers have robust supply chain experience at operational, managerial, and strategic levels in the health, humanitarian, and private sectors. They have exceptional knowledge of the humanitarian and development sector, including the UN system. They also have considerable knowledge of supply chain theory, as well as first-hand experience of assessing and designing country-specific supply chain systems. This is further enhanced by their academic experience – as active teachers and researchers.

## Fees

Our fees cover venues, facilities, expert course tuition, training materials, stationery, refreshments, and lunch during the training. Some, but not all, of our courses are residential and include accommodation costs and evening meals in the fees. Participants are responsible for their own local travel expenses and arrangements, air tickets, airport transfers, visas, lunch on weekends, health/accident insurance, and other personal expenses.

## Course details

1. Public health supply chain courses				
Course code	Course title	Duration (days)	Cost GBP (£+VAT)	PSA Alumni member discount: 10% of cost + VAT
<b>PSAPH1</b>	Theory of Change for Supply Chain Capacity Development	1 or online	450	405
<b>PSAPH2</b>	Supply Chain Capacity Development	5	2,250	2,025
<b>PSAPH3</b>	Health Supply Chain Management	5	2,250	2,025
<b>PSAPH4</b>	HR Management for the Humanitarian and Development Sector	5	2,250	2,025
<b>PSAPH5</b>	Supply Chain Leadership and Management	5	2,250	2,025
<b>PSAPH6</b>	Practical Finance for (Non-Finance) Supply Chain Managers	4	1,800	1,620
<b>PSAPH7</b>	Managing Health Logistics in Humanitarian Crises	5	2,250	2,025
<b>PSAPH8</b>	Programme-Supply Integration	1	450	405

2. Masterclass courses				
Course code	Course title	Duration (days)	Cost GBP (£+VAT)	PSA Alumni member discount: 10% of cost + VAT
<b>PSAMC1</b>	Strategy Development and Implementation	3	1,350	1,215
<b>PSAMC2</b>	Creative Solutions for the Supply Chain	3	1,350	1,215
<b>PSAMC3</b>	Supply Chain Risk Management	2	900	810
<b>PSAMC4</b>	Sustainable Supply Chains	3	1,350	1,215
<b>PSAMC5</b>	Supply Chain Quality Management	3	1,350	1,215
<b>PSAMC6</b>	Supply Chain: Measuring Strategic Achievement	2	900	810
<b>PSAMC7</b>	Project Management in Supply Chains	2	900	810

### 3. General supply chain courses for health and humanitarian operations

Course code	Course title	Duration (days)	Cost GBP (£+VAT)	PSA Alumni member discount: 10% of cost + VAT
<b>PSAOP1</b>	Fundamentals of a Supply Chain	2	900	810
<b>PSAOP2</b>	Purchasing Fundamentals	2	900	810
<b>PSAOP3</b>	Global Sourcing	2	900	810
<b>PSAOP4</b>	Negotiation	2	900	810
<b>PSAOP5</b>	Supplier Relationship Management	2	900	810

### 4. Gender courses

Course code	Course title	Duration (days)	Cost GBP (£+VAT)	PSA Alumni member discount: 10% of cost + VAT
<b>PSAGD1</b>	Mainstreaming Gender in Health and Humanitarian Supply Chains	2	900	810
<b>PSAOGD2</b>	The Dynamics of Personal Security	2	900	810

### 5. PSA Mentoring Programme

“The trainer knew we came from different backgrounds and managed to make us all move as a team with open minds. The training was engaging and enabled us to use and share the knowledge we gained.”

*All course fees are subject to change without notice.*

# 1. Public health supply chain courses

## 1.1 Theory of Change for Supply Chain Capacity Development (code: PSAPH1)

**Duration: 1 day or online**

### What is the course about?

Have you heard about the concept of the ‘theory of change’ (ToC) and wondered what it is and how a ToC can help you plan and evaluate your supply chain strategy? This course gives you an opportunity to better understand how systems strengthening happens and how you can contribute to it. It also provides you with innovative tools, techniques and strategies to help you apply what you learn. The training approach is based on an action-learning process that enables you to develop a national health supply chain systems strengthening ToC template that you can then take away and use to improve or expand according to your needs as a practitioner.

### Who should attend?

The course is ideal for:

- Development agencies and donors that are interested in understanding what ToCs entail in the SCCD context, and what building blocks are needed for maximising impact as well as the return on investment for SCCD programmes; and
- Supply chain leaders in government or other organisations seeking to transition from short-term sporadic technical assistance toward longer-term health supply chain capacity development.

### Course objectives

- Defining a ToC and its relationship to a logframe;
- Formulating the desired change: understanding the change you want to achieve;
- Describing how that change will occur and the involvement of key stakeholders;
- Understanding how change happens and appreciating the conditions of change, i.e. the external forces that may affect the planned/ anticipated changes;
- Introducing the PSA ToC for SCCD model:
  - I. the key activities in the planning, implementation and monitoring phases, including progress indicators and evaluation questions;
  - II. the six preconditions, i.e. the essential minimum criteria to be met before it is meaningful to move forward with the other SCCD activities; and
  - III. the eight guiding principles for successful SCCD programmes.



### Course learning outcomes

At the conclusion of this course you will be able to:

- Explain why a ToC is important and describe the main elements of a ToC process; and
- Understand the PSA ToC model for SCCD and how to apply that model to your own country context.

## 1.2 Supply Chain Capacity Development: A Framework for Strengthening National Supply Chains (code: PSAPH2)

**Duration: 5 days**

### What is the course about?

Supply chain capacity development (SCCD) is crucial for meeting the growing demands on aid delivery and as a key component of health system strengthening. SCCD is a complex and costly undertaking, which requires skills and knowledge beyond operational supply chain expertise. It is no longer about forecasting or procurement for the next campaign, or fire-fighting stock-outs. It is about systematically preparing for and undertaking capacity improvements. The course focuses on national health supply chain systems strengthening and related theories of change. Participants learn about what makes a supply chain functional, and how to approach supply chain capacity building systemically, to make the most of supply chain development activities. Participants will also learn about the tools and techniques for embarking on SCCD reforms within their organisation, to detect early warnings of potential stock shortages, and to manage the entire supply chain capacity development programme cycle for successful and sustainable development.

### Who should attend?

If you are seeking a good understanding of the overall SCCD process that breaks the silo mentality, struggling to build a compelling case for your SCCD programme or want to make informed SCCD decisions that lead to greater SCCD programme impact – this course is for you. Specific positions that will benefit from this course include: senior managers, decision and policy-makers, programme managers, supply chain professionals (logistics/supply officers) from public and private sectors, technical assistance providers who want to engage in meaningful SCCD action and students who want to learn more about SCCD tools and techniques

### Course objectives

The objective of this course is to increase participants' understanding of how to systemically approach the capacity development of health and humanitarian supply chains in the context of broader health system strengthening approaches.

### Course content

- Introduction to SCCD;
- Planning for effective and sustainable SCCD;
- Execution of capacity development plans;
- Problem resolution and change management;
- Risk management and review of activities.



### Course learning outcomes

- Understand the distinction between technical assistance and capacity development and learn to apply common SCCD terminology;
- Discover what key enablers make supply chains functional, and how to approach SCCD from a systemic perspective to make the most of investments;
- Acquire a winning mind-set for embarking on SCCD reforms, and learn to proactively detect the early warning signs of failing SCCD programmes; and
- Understand how to manage the entire SCCD programme cycle for successful and sustainable development outcomes.

# 1. Public health supply chain courses (continued)

## 1.3 Health Supply Chain Management (code: PSAPH3)

**Duration: 5 days**

### What is the course about?

According to the WHO constitution, access to essential medicines is part of the right to health. Increasing the availability of essential medicines at the service delivery point is crucial to preventing millions of deaths. The success of a health programme is dependent on the ability to reliably and consistently supply essential products, including medicines, to support service delivery. However, despite increased donor funding and an array of new products, there are a number of factors that continue to significantly restrict access to essential medicines and other health products.

While many factors influence medicine availability, the capacity of a country's supply chain to select, forecast, procure, and deliver essential health supplies can be a major constraint. As we move into the post-2015 agenda of Sustainable Development Goals it is clear that sustainable health supply chain management is critical.

Supply chain excellence requires that all of the functions of a supply chain work together efficiently. For example, decisions about product selection must inform decisions about distribution modes, frequency of delivery, and storage specification. Similarly, rational use of pharmaceuticals is critical for accurate quantification – which, in turn, affects procurement planning. Any supply chain strategy must consider these interactions and the associated trade-offs between alternative approaches.

The course structure is based on the 6 + 1 rights of a health supply chain: the right goods, the right quantity, the right cost, the right condition, the right place, the right time, and the right interventions.

### Who should attend?

The training is targeted at people who are responsible for planning, procuring, distributing or monitoring health programme supplies. It will be especially of use to those with a health professional background who are entering the health logistics

and supply chain environment. Specific positions may include: procurement officers, pharmacy managers, warehouse or distribution managers, Health programme managers, Information systems managers, staff of central medical stores, technical assistance providers and donors supporting commodity programmes.

### Course objectives

The objective of this course is to increase participants' understanding of procurement and logistics management of health supply chains and associated planning requirements, enabling them to make improvements in their own geographical and organisational contexts.

### Course content

- **Module 1:** Introduction.
- **Module 2:** Right Interventions, Right Products, Right Quantity
- **Module 3:** Right Quality, Right Cost.
- **Module 4:** Right Place, Right Time.

### Course learning outcomes

- Understand the interrelated components of an end-to-end health supply chain from the perspective of a rights-based approach;
- Describe the critical cross-cutting elements that need to be in place to ensure a sustainable and well-functioning health supply chain;
- Understand the issues experienced by supply chain personnel from other countries and organisations, and use these to reflect on their own circumstances; and
- Apply the experiences and resources identified in this course to make improvements in their own health supply chain based on their area of influence.

## 1.4 HR Management for the Humanitarian and Development Sector

(code: PSAPH4)

**Duration: 5 days**

### What is the course about?

Human resources are the backbone of a successful supply chain, but they are often the resource that is least invested in; thus, high staff turnover, lack of productivity and unfilled posts are often the norm. This PSA course uses a 'Plan-Do-Check-Act' approach to help supply chain managers to better understand the importance of systematically engaging in human resources capacity development. Participants will be introduced to a locally grounded systematic approach that focuses on policy and planning, leadership development, workforce development, performance management and retention, and professionalisation. When applied, the strategies, tools and techniques developed in this course will enable participants to engage in meaningful management and long-term capacity development of the human resources they rely on to manage their supply chain. The principles discerned here have multi-sectoral application.

### Who should attend?

This course will be beneficial to any mid or upper level manager responsible for managing human resources in health and humanitarian supply chains, as well as multilateral capacity development employees who engage with governments to promote systematic development of human resources.

### Course content

This five-day course builds on the initial understanding participants have regarding human resources capacity development and management, which they have gained in the engagement with their own country or organisational data, to better understand priority human resource interventions.

From this basis, interactive sessions provide knowledge about the need for systematic management of human resources, and apply this knowledge through case studies and the sharing and using of tools designed to address five interrelated areas: policy and planning, leadership development, workforce development, performance management and retention, and professionalisation. Participants will be guided through the 'Plan-Do-Check-Act' approach that has as its aim a clear prioritised work plan suitable for their specific context, supported by tools and techniques to make it happen.



### Course learning outcomes

- Have a detailed understanding of what is required to effectively manage human resources in the context of health and humanitarian supply chains;
- Be equipped with strategies, tools and techniques to engage in day-to-day human resources management, and undertake strategic approaches for longer-term capacity development; and
- Better understand their local context and have a clear prioritised plan for how to take action to apply what has been learnt with the support of tested resources.

# 1. Public health supply chain courses (continued)

## 1.5 Supply Chain Leadership and Management (code: PSAPH5)

**Duration: 5 days**

### What is the course about?

PSA will provide a space where you can transform the way you think and the level at which you operate. Our leadership development programmes will help you to define yourself as a leader and give you the practical skills and knowledge to excel in your role.

We enable you to develop the skills for authentic leadership through self-awareness, dialogue and collaboration. We work with you to develop your ability to operate strategically and transform your organisation, adapting to the demands of complex environments and markets.

If you're starting out on your leadership journey we support you to build and sustain high performing teams and individual performance. We offer senior leaders fresh approaches for working positively with power dynamics and organisational conflict.

### Who should attend?

All programmes are designed to meet the needs of:

- Directors who want to discover new ways of thinking about their role;
- Senior managers looking to learn from the experiences of other supply chain professionals;
- Those recently promoted and facing significant leadership challenges for the first time; and
- Aspiring leaders who are keen to take on more responsibility and wider roles.

### Course objectives

We support organisations to have:

- Self-aware leaders who will improve organisational performance;
- Staff who are well supported, motivated and take actions that make a significant difference; and
- Cohesive teams that excel in collaborating to deliver outstanding results.

### Course content

You can expect us to support you to think differently about how you lead, and challenge you to be pragmatic in making positive changes when you return to your place of work.

Our dynamic and fresh approach to learning ensures you will come away from our programmes with renewed enthusiasm and confidence.

Our open programme covers these broad areas:

- Effective Leadership;
- Leading Strategy;
- Leading Change;
- Leading Others.

Moreover, when we design bespoke programmes for organisations we include those areas of leadership learning in order to support the unique needs of your people.

### Course learning outcomes

Our programmes are designed to support leaders to:

- Be confident and authentic in supporting others to deliver great results;
- Create a shared and inspiring vision to drive the organisation forward;
- Develop cohesive and effective organisational strategies;
- Lead people through organisational and personal transformation;
- Inspire their teams to excel in delivering excellence; and
- Flourish in challenging internal and external environments.

## 1.6 Practical Finance for (Non-Finance) Supply Chain Managers (code: PSAPH6)

**Duration: 4 days**

### What is the course about?

Financial literacy skills are essential at all levels of management, whether in government or business, to enable a successful organisation. An organisation that has effective financial management in its business processes, systems and structure will:

- Plan to ensure it maximises the opportunity for resourcing its activities;
- Proactively monitor and control its expenditure;
- Be innovative and creative in managing its business risk effectively; and
- Carry out timely and robust financial analysis for complex decisions.

### Who should attend?

This four-day training course is designed for middle and senior non-finance managers to achieve effective financial management that improves planning, and supports sound decision-making, transparent accountability and the management of financial risk.

### Course objectives

- Understand your role and responsibility as a manager of financial resources, assets and people;
- Understand the core principles and tools for effective financial management;
- Know and understand how to plan the financial resources through effective budgeting to achieve your team/department/organisation objectives;
- Understand cash flow and cash management;
- Be able to monitor progress through the use and understanding of financial reports;
- Understand how to manage financial risk through effective internal control systems and processes;

### Course content

- Introduction to financial management basics;
- Principles and tools and financial planning;
- Financial monitoring and financial control;
- Managing financial risk.

“Training materials are very good and can be shared with other members or our organisation for knowledge transfer.”



### Course learning outcomes

- Gain improved skills for analysing and interpreting financial and accounting information;
- Have increased ability in, and understanding of financial matters;
- Be able to make better decisions regarding both day-to-day matters and investment decisions; and
- Gain the confidence to communicate effectively with their organisation's finance colleagues.

# 1. Public health supply chain courses (continued)

## 1.7 Managing Health Logistics in Humanitarian Crises (code: PSAPH7)

**Duration: 5 days**

### What is the course about?

Disasters and health emergencies have recently happened quite frequently. It is therefore important that national public health institutions, aid organisations and volunteers have the capacity to adequately adjust to the demands created by these phenomena. Making the supply system for medicines and medical products disaster-resilient will prepare institutions and communities to better withstand and rapidly recover from natural or man-made calamities. Moreover, anticipating the specific needs created by these disasters will allow them to provide the right service at the right place and time to those affected while preventing the occurrence of secondary crises.

This training will enhance your understanding of disaster-resilient supply chain management for the public health sector and how it integrates with national disaster risk reduction (DRR) strategy to develop the capacity of government officials, development partners and stakeholders in anticipation of and response to disasters. Although we give special attention to medical commodities, the humanitarian supply chain principles discerned here have multi-sectoral application.

### Who should attend?

Pharmacists, other professionals with key roles in supply chain management including those supported by national governments and international organisations responsible for managing health supply chains in disaster situations. We also welcome participants seeking to improve their health supply chain knowledge and skills in disaster situations.

### Course objectives

- Enhance the capacity of participants in the assessment of public health supply chain resilience and enable them to create a supply chain preparedness plan that is linked to national DRR planning;

- Explain medical supply chain functions and activities, how to run these supply chains depending on the nature of the service to be provided, and how to switch between modes of operation in response to changes in context;
- Learn to design, manage and evaluate supply chains for emergency medical services in response to (humanitarian) crises.

### Course content

- Introduction to disaster environment and National Disaster Risk Reduction;
- Introduction to disaster-resilient supply chain, preparedness, and response;
- Supply chain planning and implementation in disaster situations;
- Support functions that enable medical supply chains in humanitarian situations;
- Characteristics of supply chains in template- and scenario-based response plans.

### Course learning outcomes

- Recognise the link between humanitarian supply chain for public health sector and national disaster risk reduction planning;
- Appreciate the role and function of coordination in disaster response;
- Design and apply key approaches to preparedness, response and recovery and transition between these phases for humanitarian response operation in the public health sector;
- Evaluate public health supply chain disaster resilience, suggest and apply improvements across all functional supply chain subsections;
- Design and implement an information and communication system for management of supply chain emergency response; and
- Estimate key human and financial resource issues affecting health supply chain operations.

## 1.8 Programme-Supply Integration (code: PSAPH8)

**Duration: 1 day**

### What is the course about?

In the design of many social development programmes, there is often a limited integration between supply and programme in the planning process. In effect, this may lead to a situation where demand forecasting, for example, is disconnected from the strategic planning and gross underestimation of the value of demand forecasting may prevail, promoting unreliable decision making.

Supply officers require appropriate training on how to integrate programme and supply operations to achieve maximum results and enhance programme delivery. This module is designed to promote collaboration between programme and support functions for any aid organisation, deployed to country programmes around the world. The course places the learner into a simulated programme context and requires them to complete various tasks in an interactive way.

### Who should attend?

Supply chain/logistics professionals working in procurement, warehousing, distribution, policy, planning, quality assurance; programme staff designing proposals and implementing programmes; pharmacists and other support functions staff e.g. human resource, finance staff etc.

### Course objectives

- Explain basic concepts of integration and their effect on programme and supply operations;
- Identify key stakeholders and key interactions required for the successful operation;
- Select appropriate tools to be used for programme and supply integration for your project;
- Write a programme and supply integration plan for your project;

- Support country offices in preparing or sharing effective forecasting, technical specifications, inventory management, distribution and end-use monitoring information and how to integrate them with programme objectives;
- Encourage the exchange of views and experiences between senior officers and decision makers.

### Course content

- What is programme-supply integration?
- Benefits of programme-supply integration and risks with segregation;
- Continuously Improving programme-supply integration;
- Improve 360° initiatives and programme – supply integration;
- Exchanging experiences on integration.



### Course learning outcomes

- Evaluate what is meant by programme and supply integration;
- Identify key challenges that are faced in implementing programme and supply integration;
- Evaluate the benefits of programme and supply integration; and
- Become skilled in implementing a programme and supply integration approach to improve collaboration and information sharing.

*“Supply chain strategy has a critical impact on an organisation’s competitive advantage because of its vital role in delivering an organisation’s overall strategy.”*



## 2. Masterclass courses

### 2.1 Supply Chain Strategy: Development and Implementation (code: PSAMC1)

**Duration: 3 days**

#### What is the course about?

Supply chain strategy has a critical impact on an organisation's competitive advantage because of its vital role in delivering an organisation's overall strategy. However, many aid organisations, whether in the design of development programmes or as part of their humanitarian responses, often do not have a documented and well-articulated supply chain strategy, or that strategy is not aligned to the organisation's goals. Putting teams to work on poorly thought out initiatives can cost valuable time and money, and sometimes lives.

This course is designed to provide participants with the knowledge and techniques to be able to determine a clear strategic direction for their organisation and to implement strategic actions. It will help participants to choose the right type of supply chain strategy according to their organisation's goals and objectives – a critical first step in any supply chain initiative.

The course explores the key aspects that are required to deliver change successfully: strategy development, change leadership, organisational politics and programme management. The course offers an integrated approach for designing and implementing major change programmes to deliver an organisation's strategic goals.

#### Who should attend?

Supply chain directors, programme managers or pharmacists who are responsible for implementing strategy, designing and refreshing their scorecards or developing their organisational performance management system.

Project sponsors and leaders and senior supply chain line managers looking to improve their expertise in strategy development and implementation. Programme managers who design programmes to appreciate the integral role of the supply chain in effective programme delivery.

#### Course objectives

- Gain practical skills regarding how to influence an organisation's strategy process and how to align supply chain strategies with the organisation's goals;
- Learn about approaches for improving efficiency and cost savings;
- Develop tools and frameworks for implementing a supply chain strategy and delivering better performance for the organisation;
- Gain confidence in dealing with organisational politics and behavioural and emotional changes during programme implementation.

#### Course content

- Overview of supply chain and business strategy;
- Developing a supply chain strategy;
- Executing a supply chain strategy.



#### Course learning outcomes

- Define and develop the supply chain strategy;
- Reduce costs by dealing successfully with supply demand and uncertainty;
- Validate and challenge strategy;
- Create a strategy communication map; and
- Understand and implement the performance measurement in order to guide strategy execution, and design performance reviews.

## 2. Masterclass courses (continued)

### 2.2 Creative Solutions for the Supply Chain (code: PSAMC2)

**Duration: 3 days**

#### What is the course about?

As we move into the post-2015 agenda of Sustainable Development Goals it is clear that sustainable supply chain management is critical in the delivery of social services, especially in low and middle income countries. This is in addition to the continuing demand by donors for aid effectiveness, and a corresponding realisation that effective supply chains are critical to addressing these challenges. The need for creativity in managing supply chains has therefore become very important. This course will sensitise participants through dialogue, case studies, and sharing of contemporary best practices, to nurture a professional mind-set that will enhance “out-of-the-box” and “paradigm shift” approaches towards supply chain problem solving.

#### Who should attend?

Health and humanitarian supply chain directors, programme managers or pharmacists who are responsible for implementing strategy, designing and refreshing their scorecards or developing their organisational performance management system. It is also recommended for programme and project staff and other procurement stakeholders involved in the planning, monitoring, management, or oversight of supply chain operations. Project sponsors and leaders and senior supply chain line managers looking to improve their expertise in strategy development and implementation. The course will particularly benefit those who wish to take a more proactive and strategic approach to their supply chain activities by developing and implementing an integrated corporate supply chain strategy.

#### Course objectives

- To present participants with contemporary supply chain case studies and established practices of managing problems during supply chain project implementation;
- To create confidence in identifying problems within their supply chains, analysing them in creative ways, and generating a range of options from which to select the best in a given situation;
- Enable participants to systematically evaluate the performance and impact of improvement actions.

#### Course content

- Supply chain strategic thinking and evolution;
- Adaptive supply chain models;
- Integrating supply chain innovations into health and humanitarian development.



#### Course learning outcomes

- Evaluate a potential or real problem with their supply chain, its possible causes, and the ways of addressing them in a logical, constructive and effective manner; and
- Learn how to access and apply available data from credible global best practice sources in order to guide the supply chain problem-solving plans and activities and design the supply chain strategies.

## 2.3 Supply Chain Risk Management

(code: PSAMC3)

**Duration: 2 days**

### What is the course about?

Risk in the supply chain is a critical issue since poorly managed risks can lead to inaccurate forecasting, lower product quality, decrease in turnover and share price, loss of reputation, poor relationships with other members of the supply chain and conflict amongst the organisation's stakeholders. Supply chains have increasingly been exposed to higher risks, as a result of a combination of greater uncertainties in supply and demand, globalisation of the market, shorter product and technology life cycles, and the increased use of manufacturing, distribution and logistics partners, resulting in complex international supply network relationships. To eliminate, or at least mitigate, these effects, organisations need to adopt supply chain risk management strategies. How should supply risk be assessed when making global sourcing and supply management decisions? Furthermore, once global sourcing is in place, how do organisations mitigate the associated operational risks?

### Who should attend?

Programme and supply chain managers interested in gaining a comprehensive overview of risk management in the supply chain. Specifically, it would be relevant to those working in the procurement function or project development phase, or those working in functions that include close interaction with the supply chain, such as programme staff who would like a closer understanding of supply chain risks that would impact negatively on programme delivery.

### Course objectives

- Be able to identify the supply chain risks: business, supply source and procurement risks, operational;
- Learn how to manage the risks.

### Course content

- Definition of risk management;
- Supply chain mapping and identification of risk areas;
- Risk management essentials;
- Global risk;
- Commercial and reputational risks.



### Course learning outcomes

- Appreciate challenges of globalisation of the market;
- Understand why organisations source from a global marketplace;
- Evaluate environmental, political, economic and social concerns;
- Identify the key factors in the internal and external environment that are likely to offer opportunities and threats;
- Understand and apply the principles of operational risk management in the supply chain; and
- Trade with developing countries ensuring the achievement of standards.

## 2. Masterclass courses (continued)

### 2.4 Sustainable Supply Chains

(code: PSAMC4)

**Duration: 3 days**

#### What is the course about?

As part of their overall social programme design and implementation policies, there is now an increasing need for country programmes and their partners to manage public procurement and supply chains, through the careful integration and balancing of social, economic and environmental considerations. In choosing products or services the aim is to minimise negative effects on human health and the environment, when compared with competing products or services that serve the same purpose. Questions such as how much energy, water, and materials are involved to make a product have become recommended best practices. Consideration is also made of pollution, waste, and emissions generated in the production process. All costs associated with a product's life are factored into purchasing decisions, including material extraction, manufacturing, transportation and distribution to the purchaser. This requires a paradigm shift in traditional supply chain management practices.

#### Who should attend?

Health and humanitarian supply chain professionals seeking to quickly acquire skills specific to sustainable supply chain management, sustainability generalists with a need to recognise and implement these sustainability concepts, and individuals who require a deeper understanding of this specific area of sustainability.

#### Course objectives

- To sensitise participants regarding the issues of sustainability and how these can be factored into the overall organisational strategy development and specifically the supply chain strategy development and implementation process;
- To introduce participants to concepts such as Life Cycle Cost Analysis (LCCA) which can help make it easier to identify the least resource-intensive choices for supply chain effectiveness.

#### Course content

- Sustainability in programme and supply chain designs;
- Creating a green procurement policy;
- Challenges to greening the supply chain;
- Driving sustainability in organisational and supply chain strategies;
- Evaluating vendors for sustainability;
- Sustainable procurement and distribution strategies;
- Environmental management in supply chains.



#### Course learning outcomes

- Evaluate contemporary issues regarding supply chain sustainability, especially the need to factor in social, economic and environmental considerations in supply chain decision making; and
- Incorporate this into supply chain strategy and operation design for more effective implementation and better value achievement.

## 2.5 Supply Chain Quality Management (code: PSAMC5)

**Duration: 3 days**

### What is the course about?

To compete effectively, supply chain practitioners must learn to seamlessly integrate, grow, and develop all business functions. Current managerial thinking is advancing the notion of supply chain quality management (SCQM) – a system-based approach in performance improvement. It integrates supply chain partners and leverages opportunities created by upstream and downstream linkages with a focus on creating value and fitness for purpose, and achieving satisfaction of intermediate and final customers. For example, reducing process variation and defects by applying quality management tools directly impacts on several supply chain performance measures. In turn, as consistency in the supply chain improves due to the variation reduction, cycle times are reduced and on-time delivery improves. As companies are able to move their products faster through the supply chain, schedules and the customers' demands can be met more rapidly. This allows an improved synchronisation and integration across the entire supply chain.

### Who should attend?

Quality assurance managers, programme managers, logistics and supply chain managers from governments and aid organisations who want to improve supply chain performance, fitness for purpose and ensure the integration of key business processes from end user through original suppliers that provide products, services and information that add value to all trade partners.

### Course objectives

- Explain basic concepts in SCQM and in relation to accountability, continuous improvement, sharing of lessons learned and best practices;
- Learn how quality management fits into the supply chain;

- Integrate supply chain management and total quality management;
- Manage safety and quality risk within your supply chain;
- Identify and implement corrective and preventive actions;
- Have better ability to meet customers' quality expectations all along the supply chain as the ultimate goal.

### Course content

- People in quality;
- Quality planning in the supply chain;
- Integrated management systems within the supply chain;
- Monitoring and measuring for quality;
- Improving business performance in the supply chain.



### Course learning outcomes

- Understand the essence of SCQM;
- Identify key challenges that are common in the supply chain and the proposed solutions;
- Evaluate preselected case studies to demonstrate the positive impact of SCQM on the organisational performance;
- Apply practical ideas and tools for ensuring smooth supply chain operations; and
- Influence decision makers.

## 2. Masterclass courses (continued)

### 2.6 Supply Chain: Measuring Strategic Achievement (code: PSAMC6)

**Duration: 2 days**

#### What is the course about?

Effective supply chain operations are central to health and humanitarian organisations and hence supply chain performance measurement is important for their accountability. There is a considerable interest in the development and use of indicators as tools to support the monitoring of quality and performance of supply chain operations whose main focus is on the entire chain's ability to meet end-customer needs through product availability and responsiveness, as well as on-time delivery in an efficient manner.

Performance measures or metrics show not only how well you are providing support to programmes (service metrics) but also how you are handling your operation (speed, asset and inventory, cost, and customer service). Given one of the key ways to assess a business process is to review the metrics that highlight the outputs and performances of those processes, the challenge is making the right selection from hundreds of measures available.

#### Who should attend?

Quality assurance managers, programme managers, logistics and supply chain managers from governments and aid organisations who want to improve supply chain performance, fitness for purpose and ensure the integration of key business processes from end user through original suppliers that provide products, services and information that add value to all partners.

#### Course objectives

- Explain basic concepts in monitoring and measuring the performance of the supply chain in relation to accountability, continuous improvement, lessons learned, and best practices;
- Learn performance measures (metrics) for supply chain improvements;
- Learn to monitor and control the key supply chain performance indicators;

- Identify metrics which are specific, measurable, actionable, relevant and timed (SMART);
- Understand the importance of aligning the metrics to supply chain strategy;
- Select appropriate metrics to be applied in monitoring and measuring the performance of supply chain operations;
- Understand the principle and types of benchmarking, and apply the concept in a supply chain context;
- Know how benchmarking enables organisations to improve supply chain operations.

#### Course content

- Monitoring and evaluation principles for SCM;
- Setting and benchmarking performances;
- Identifying and defining performance measures;
- Presenting and reporting on results;
- Using results to influence decision making.

#### Course learning outcomes

- Appreciate what is meant by monitoring and performance measurement of the supply chain;
- Identify key challenges faced in conducting a monitoring and performance measurement of the supply chain;
- Evaluate case studies to determine relevant metrics;
- Evaluate how the results of monitoring and performance measurement of the supply chain might be used in learning, reporting and being more accountable to both donors and stakeholders; and
- Apply practical ideas and tools for monitoring and performance measurement of supply chain operations to help your own supply chain.

## 2.7 Project Management in Supply Chains (code: PSAMC7)

**Duration: 2 days**

### What is the course about?

In supply chains there are many identifiable actions to be done. The importance of ensuring the management of successful supply chains depends very much on the management of these actions. This is where project management should be used. The actions cover many areas including: establishment of a supply chain, the introduction of a change in a supply chain, and the construction of facilities.

This course gives a detailed insight into project management for those who are about to become project managers or those who have worked on a project and are looking to become project managers. The essential features of this course can easily be applied to other parts of the organisation besides supply chains.

### Who should attend?

Project Managers, those who are about to become project managers, senior members of an organisation who need to know about project management, those who will be involved with project managers but will not work directly on a project and supply chain professionals.

“The essential features of this course can easily be applied to other parts of the organisation besides supply chains.”

### Course objectives

- Be able to identify where effective project management can be used;
- Learn how to integrate projects into the management structure of an organisation.

### Course content

- Definition of project management;
- Where projects go wrong;
- Project resourcing and team organisation;
- Team leading;
- Communication;
- Project planning, monitoring and reporting;
- Quality and quality assurance;
- Project management methodologies;
- Project and programme management.



### Course learning outcomes

- Understand the elements of good project management;
- Understand the necessity of good communication both internally and externally;
- Know how to lead successful teams;
- Be able to objectively evaluate projects; and
- Be able to plan projects effectively.

*“Since coming into prominence in the early 1990s, supply chain management has become increasingly recognised as important to companies in a global marketplace.”*



## 3. General supply chain courses for health and humanitarian operations

### 3.1 Fundamentals of a Supply Chain

(code: PSAOP1)

**Duration: 2 days**

#### What is the course about?

Since coming into prominence in the early 1990s, supply chain management has become increasingly recognised as important to companies in a global marketplace. Supply chain management professionals play a key role in capturing customer demands, forecasting needs, developing procurement schedules, ordering and managing inventory, controlling production orders, and maximising customer satisfaction. This short introductory module provides essential background information on supply chain and examines the most common supply chain concepts. For those with little experience in supply chain management, this course should be completed before moving on to the others.

#### Who should attend?

Project managers, supply chain implementers and coaches who are involved in supply chain management within their organisations.

#### Course objectives

- This module leads participants through key elements of supply chain management and provides a solid foundation for understanding the principles and concepts covered in our full-length modules;
- Define a supply chain and understand its mechanism, information, and capital flows;
- Understand major challenges to effective and efficient supply chain management, including variability, flexibility and organisational silos;
- Learn the importance of chain-wide metrics (supply chain performance measures).

#### Course content

- Supply chain concepts;
- Role of supply chains in ensuring organisational results;
- Supply chain tactics and strategy;
- Supply chain linkages and reverse logistics;
- Supply chain tools and monitoring techniques.



#### Course learning outcomes

- Understand the supply chain concept and its components, its evolution and linkages;
- Evaluate the changing role of supply chains;
- Explain and exemplify supply chain structures. Analyse the role of supply chains in an organisational setting, and different interventions, relief and development;
- Apply appropriate tools and techniques to manage supply chain operations; and
- Understand the role of reverse logistics in supply chain, operational, and tactical managing.

## 3. General supply chain courses for health and humanitarian operations (continued)

### 3.2 Purchasing Fundamentals

(code: PSAOP2)

**Duration: 2 days**

#### What is the course about?

The purchasing function is a key upstream entry point for the supply chain. As it builds contractual relationships with suppliers, the purchasing function becomes an important hub for managing risks, creating value, and optimising use of funds. Therefore, the role of purchasing has evolved from merely managing transactions and paperwork, into a more strategic role integral to and in alignment with the overall objectives of the business. In such a role, the purchasing professional requires a set of multidisciplinary skills such as marketing, operations, finance, and knowledge of contract law. Beyond the hard skills, the purchasing professional puts forward soft skills, such as emotional intelligence, to attract and engage suppliers in the type of relationship that creates the most value for their organisation.

#### Who should attend?

Health and humanitarian supply chain staff who are responsible for purchasing goods and/or services using public funding. Anyone who wishes to pursue or develop a career in purchasing and supply management.

“It’s a very valuable course that connects the dots in any organisation.”

#### Course objectives

- Provide participants with good understanding of the role of purchasing, in order to enable them to raise their profile and thus be able to “sell” their value internally in their organisation;
- Empower participants with an operational tool kit to manage the purchasing process from the tendering to contracting and contract management;
- Define strategic levers and their application in different contexts;
- Define a purchasing strategy and the corresponding action plan to build, secure and manage a supplier base and relationship that best fits the objectives of their business.

#### Course content

- Purchasing and procurement fundamentals;
- Purchasing as an organisational function;
- Purchasing tactics and approaches;
- Managing supplier relationships and contracts.



#### Course learning outcomes

- Develop a business case for the purchasing function; and
- Outline the strategic levers used in purchasing and apply best practices, process and techniques in the purchasing function.

### 3.3 Global Sourcing (code: PSAOP3)

**Duration: 2 days**

#### What is the course about?

Global sourcing can bring many benefits to organisations, but it can also expose them to a number of risks as supply networks involve more partners and become more complex. Poorly managed risks can lead to inaccurate forecasting, lower product quality, loss of reputation, poor relationships with other members of the supply chain and conflict among the organisations' stakeholders. To eliminate these effects, health and humanitarian organisations need to align their sourcing strategy to the objectives of the business and supply chain risk management practices.

#### Who should attend?

Those with some responsibility for buying from overseas and for forwarding and import activities. These are likely to include staff that are new to international trade activities. It is also for experienced staff who are seeking to identify business gains and benefits from managing their supply chains more effectively.

#### Course objectives

- Develop an understanding of global sourcing;
- Develop elements of a global sourcing strategy;
- Develop global sourcing structure patterns;
- Understand different risk categories in global sourcing;
- Understand strategies for managing global sourcing risks.

#### Course content

- Globalisation and the supply chain;
- The global market place;
- International supply chain management;
- Issues in the international supply chain;
- Global risks and uncertainties.



#### Course learning outcomes

By the end of the training, participants will be able to:

- Purchase goods of the desired quality, quantity, timeliness, and services produced under conditions that do not involve the abuse or exploitation of anyone involved in the value creation along the supply chain;
- Evaluate environmental and other ethical concerns;
- Define operating principles between organisation and supplier;
- Appreciate the challenges of the globalisation of the market;
- Conduct more sourcing in low-wage economies; and
- Trade with developing countries ensuring that standards are met.

## 3. General supply chain courses for health and humanitarian operations (continued)

### 3.4 Negotiation (code: PSAOP4)

**Duration: 2 days**

#### What is the course about?

This course is essential for anyone who needs to start to develop their negotiation toolkit. It will demonstrate a range of persuasion methods and the need for a clear structure to any negotiation. Participants will be able to gain effective skills, techniques and tactics needed to ensure positive outcomes in negotiation.

#### Who should attend?

Procurement staff working in the procurement environment, who are new to negotiations and would like to be well-prepared before entering this field. Staff who are already conducting negotiations but have never had any formal negotiation training will also find this course educating. Others who will find this course valuable include requisitioners, technical experts, and programme and project staff.

#### Course objectives

- Recognise negotiation opportunities – how to choose to negotiate;
- Structure preparation and identify added value and the interests and needs of the counterpart;
- Create a stronger understanding for the tactical and strategic parts of a negotiation;
- Create better results in negotiation by identifying and capitalising added value;
- Enhance understanding about negotiation behaviour and style;
- Build rapport with the counterpart;
- Assess the negotiation process.

#### Course content

- What is negotiation?
- Importance of preparation and planning;
- Negotiation skills and tactics;
- Why negotiations fail;
- Negotiation – a role play.



#### Course learning outcomes

- Understand the difference between negotiation and selling, and the types of negotiations;
- Develop, build and sharpen negotiation competence;
- Perform and handle professional negotiations successfully based on the method of partnership and corporation, creating win-win situations;
- Achieve a better outcome for the investment of time and money in both projects and day-to-day negotiations; and
- Assess and identify the counterpart and different negotiation behaviours, and learn the tools to use for these, e.g. avoid and handle aggressive and combat-orientated negotiators.

### 3.5 Supplier Relationship Management (code: PSAOP5)

**Duration: 2 days**

#### What is the course about?

Remaining competitive in the market and being able to fulfil the organisation's mission and mandate is largely dependent on the ability to manage suppliers and secure not only suitable goods at a predictable cost, but also make sure that you have a reliable business partner. Many organisations struggle to identify and understand what kinds of risks are inherent in their supplier base and, more importantly, how much risk they are prepared and willing to take on. This module focuses on how to identify those risks, manage them and build a supplier base that is adequate for your organisation's objective.

#### Who should attend?

Supply chain practitioners who are actively involved in managing contracts in their office and regularly deal with suppliers and consultants. While this is aimed at procurement staff, it would also be particularly relevant for finance and admin officers and programme and project staff who on a regular basis deal with the management, monitoring and evaluation of supplier/consultant performance.

#### Course objectives

- Provide participants with an overview of different types of risks inherent in the supplier base including extra-financial, operational, ethical, social and reputational risks;
- Discuss and review the tools to assess supplier risks, and how to mitigate these.

#### Course content

- The principles of effective procurement and processes;
- Relationships with suppliers in the general supply market;
- Essentials of risk assessment and risk management;
- How to debrief bidders and suppliers after award of contract;
- Importance of supplier relationship management;
- Performance and quality management;
- Key performance indicators;
- Best practices when dealing with suppliers.



#### Course learning outcomes

- Apply tools to assess supplier financial and extra financial risk;
- Evaluate best practices for building your supplier-base; and
- Design and implement a strategy and action plan that mitigates risks in the supplier base and defines the types of relationships and corresponding value that should be built with suppliers.

*“In health and humanitarian situations, delivery is about ensuring that the needs of people affected are effectively met and the needs of women and men are best met when their specific gender needs are identified and addressed.”*



## 4. Gender courses

### 4.1 Mainstreaming Gender in Health and Humanitarian Supply Chains

(code: PSAGD1)

**Duration: 2 days**

#### What is the course about?

In health and humanitarian situations, delivery is about ensuring that the needs of people affected are effectively met and the needs of women and men are best met when their specific gender needs are identified and addressed. This course is designed to assist programme and, in particular, supply chain staff to understand how to truly meet the needs of both genders in health and humanitarian situations.

#### Who should attend?

This course is especially aimed at supply chain and programme staff who work directly with intended aid recipients in the development and humanitarian sector.

“This course is designed to assist programme and, in particular, supply chain staff to understand how to truly meet the needs of both genders in health and humanitarian situations.”

#### Course objectives

- Learn the key theoretical underpinnings and key concepts in the gender discourse;
- Empathise with the specific needs of women and men in health and humanitarian situations;
- Learn how to integrate a gender perspective into the project design and management cycle and how that applies to logistics and supply chain operations to ensure aid is distributed adequately and sensitively.



#### Course learning outcomes

- Appreciate what is meant by mainstreaming gender in supply chains;
- Identify the key challenges in implementing gender approaches in the supply chain;
- Evaluate case studies to clarify gender related issues;
- Apply gender approaches in supply chain operations; and
- Influence decision makers.

## 4. Gender courses (continued)

### 4.2 The Dynamics of Personal Security (code: PSAGD2)

**Duration: 2 days**

#### What is the course about?

In today's world, women face an ever-growing number of eclectic and diversified threats and dangers based not only on their gender, but also on the territory or country in which they live. Additionally, women who work in the development, security, and humanitarian aid fields may encounter more threats in an everyday work context, alongside the challenges of a country's cultural, societal, and traditional norms. For many organisations, particularly in the non-profit sector, the security offered to their employees is secondary, due to the lack of financial resources for providing constant and reliable security.

How can women prepare themselves to work in contexts plagued by conflict, war and epidemics? How can their behaviour significantly change a negative situation or encounter into a positive one? Is there any confrontational behaviour that they can avoid in order to ensure that their behaviour is culturally acceptable? How can they reduce conflict within the local community? Can they limit or decrease the consequences of a specific conflict? Finally, are they capable of dealing with a country whose cities have a different set of cultural standards and traditions than that of the nation's overall ruling system?

The answers to these questions and a detailed explanation will be presented, followed by examples and case studies in a series of documented high risk countries for women, such as India, Pakistan, the Democratic Republic of Congo, and Libya. By comparing and contrasting actual daily activities, participants will learn and understand how the psyche and immediate reactions can drastically change the outcome of a situation. They will be guided into tools and techniques to reduce danger in different situations and provide themselves with the upper hand in dealing with conflict.

#### Who should attend?

This course is aimed at supporting both women and men who work in the development and humanitarian aid fields. In particular, senior managers, decision makers, and consultants who are involved in strategic planning and have field-based responsibilities will learn to look at how different environments affect their organisation and themselves.

#### Course objectives

- Identify one's personal responsive behaviour to danger and threats;
- Gain effective communication and negotiation skills;
- Learn to assess the level and degree of intensity of danger in a situation;
- Develop tools and frameworks that help deliver a strategy that will empower women and men;
- Learn how an understanding of gender roles can help build an effective and dynamic team in the midst of conflict;
- Lead or contribute more effectively to developing a strong and rapid response training security programme.

#### Course learning outcomes

This module will help participants psychologically prepare themselves not to become members of an underprivileged system in a country where they do not understand the laws or customs, and learn to adapt their behaviour in such ways that minimise threats. By the end of the training participants will be able to:

- Understand the dynamics of anti-sexism and anti-racism work in an international sphere;
- Build skills in intercultural conflict resolution;
- Understand and evaluate different cultures' values and customs; and
- Confidently and calmly handle a stressful situation.

## 5. PSA Mentoring Programme

### What is the programme about?

At PSA we are committed to supporting the career development of our clients. Through our innovative mentoring programme you will work on a one-to-one basis with an expert in the area where you want to make progress.

When you work with a PSA mentor you will set the agenda for your own learning. Your PSA mentor will offer you support throughout your learning journey and challenge you to stretch yourself.

We train all our PSA mentors to the highest standard through our mentor training programme. We invest in their continuing development and provide supervision in order to make sure you get the most effective and dynamic support possible.

### Who is it for?

There are points in our careers and lives when all of us can benefit from working with a mentor.

At PSA we specialise in providing mentors who can support you in any of the following areas:

- All aspects of supply chain logistics within the health and humanitarian sectors;
- Career development;
- Leading people, teams and organisations;
- Managing people; and
- Managing projects.

We'll help to match you with the best possible mentor for your particular area of interest.

### Programme objectives

We work with individuals to reflect on their professional practice and personal development so that they can develop in their current job role, career and effectively integrate their professional and personal goals.

### Price and programme structure

To get the most from this learning opportunity we recommend that you initially commit to a series of six mentoring sessions.

For more information on how to join the programme and the cost for the mentoring sessions, please contact [info@pamsteele.co.uk](mailto:info@pamsteele.co.uk)

PSA mentoring sessions usually take place via Skype.



### Programme learning outcomes

Through our mentoring programme you can expect to:

- Identify how you'll make progress in your professional practice and personal development;
- Feel confident moving toward your professional and personal development goals; and
- Take significant steps toward fulfilling your professional and personal development goals.

## PSA's integrated approach

Our approach is based on the understanding that most people are technically competent but lack the behavioural competencies required to apply their knowledge to complex local environments. The approach that PSA takes is aimed at releasing each individual's potential: by focusing on leadership and effective management practices we enable individuals to contribute to better collective performance. The PSA approach is systematic, practical, sustainable, transformative, accredited and grounded in the country context (see figure).

- Systematic:** Using 'The PtD Health Supply Chain Competency Framework for Managers and Leaders' PSA has developed a suite of integrated intensive courses that focus on key technical and management competency areas required for the effective management of health supply chains.
- Practical:** The education approaches applied by PSA are developed and delivered with adult education theory in mind. We draw on the rich experience of PSA's consultants and educators, and specifically focus on 'plan-do-act-check' and on making theory immediately relevant to the workplace.
- Sustainable:** PSA believes that the sustainable development of the capacity of managers and leaders in health supply chains involves: principles; tools to apply these principles; facilitated application of these tools to specific work environments; ongoing mentoring to ensure effective country application; and networking with other like-minded professionals.
- Transformative:** Transformative change takes place when participants not only identify the skills they wish to develop, but also form a vision of what change looks like within their organisation. PSA facilitates this approach and supports learners in developing plans to make that change happen.
- Accredited:** PSA is accredited by the British Accreditation Council (BAC). PSA has also received ISO certification as a short course provider.
- Grounded in the country context:** PSA uses a variety of delivery methods to provide the contextualised approach needed to develop capacity in countries: **regional, country-based, academic transfer, and needs-based construction and delivery.**

In order to meet the specific needs of organisational and country situations PSA also provides consultancy, research, and interim management services to support our training.

PSA's courses address key technical and competency areas for managers and leaders



## PSA's flexible capacity development delivery methods



### Targeted regional delivery

- Courses scheduled regularly in Europe (UK), Middle East (UAE), Africa (Kenya) and Asia (Thailand).
- Allows small numbers of people from a variety of contexts to come together.
- Participants are mentored remotely following course completion.



### Country-based academic transfer

- Curriculum modified for country and organisation context.
- Local faculty assist in curriculum review and local delivery with the PSA team.
- Mentoring of local faculty for local accreditation and future delivery.



### Country-based delivery

- Curriculum modified for country and organisation context.
- Aids in the development of country-based teams.
- Facilitated application to the local workplace.



### Needs-based construction and delivery

- Competency-based curriculum developed for specific organisational needs in any health and humanitarian logistics and supply chain area.
- Delivery can be regional or country-based and can involve academic transfer.

## How to book a course

To book a place on any of our courses first find the course on our online '**Course Catalogue**':

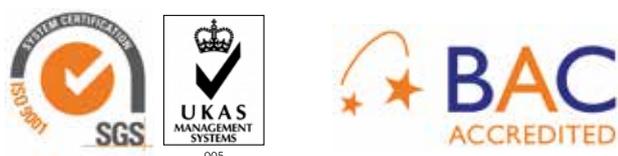
<http://www.pamsteele.co.uk/course-catalogue/>

From the course description page, follow the link to our Eventbrite page by clicking '**Get Tickets**'.

Here you will be able to choose the category of ticket (residential or non-residential) and either make payment by card or request an invoice.

If you have any questions along the way, please feel free to email us at [info@pamsteele.co.uk](mailto:info@pamsteele.co.uk)

### PSA accreditors



PSA is accredited by the British Accreditation Council for Independent Further and Higher Education as a Short Course Provider. Pamela Steele Associates Limited is a company registered in England and Wales with company Number 8531307.

The logo consists of the letters 'PSA' in a bold, white, serif font, centered within a solid red square.

If you want to be better equipped to lead, facilitate or contribute to supply chain capacity development activities, contact PSA for more information.

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